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FINANCIAL TIMES

OIL PRICES
How to survive
in a glut

Page 23

No.30,663

Monday October 10 1988

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World News

Mexico seeks defence over oil market price war

Mexico has given notice that it will take "necessary measures" to defend its market share in the face of price-cutting and greater competition by the Gulf oil-producing states. A joint statement issued at the weekend by the Ministry of Energy and the state oil corporation, Petroleos Mexicanos (Pemex), emphasises that Saudi Arabia had become the leading supplier to the US. Page 24

Interest pledge

The UK Government will retain high interest rates for "as long as is necessary to get on top of inflation," Nigel Lawson, the Chancellor, warned yesterday ahead of the Conservative Party conference starting in Brighton tomorrow. Page 24

Baltic protests

The upsurge of nationalist sentiment in the Soviet Baltic republics was confirmed this weekend when tens of thousands took to the streets in both Latvia and Lithuania, waving newly legalised national flags. Page 4

Pakistan pact

Pakistan's former Prime Minister, Mohammad Khan Junejo, has announced formation of a three-party alliance to contest next month's election. Page 3

Iran concession

Iran and Iraq continued to argue over the weekend about how to proceed with their tortuous peace negotiations, although Iran made a concession to Iraqi demands which might pave the way for a cessation of the ceasefire. Page 3

Namibia summit

About 170 Namibian community leaders arrived in Zambia yesterday for talks with the external wing of the South-West African People's Organisation (Swapo) on Namibia's transition to independence. Page 3

Raze Chernobyl plan

THE authority in charge of the evacuation zone around the site of the world's worst nuclear accident wants to raze the 80-year-old town of Chernobyl, Pravda said. Page 4

West Bank violence

Israeli troops swept through 30 West Bank villages wounding at least 10 Palestinians during a general strike to launch the 11th month of an Arab uprising against occupation. Page 4

Natal clashes kill 7

Seven blacks were killed in political violence in South Africa's Natal province, five in clashes in KwaMakhatha township, near Durban, in the run-up to municipal elections later this month. Page 4

Mafia gun deaths

A bar owner and a farm hand were shot dead in the southern Sicilian port of Gela in violence between Mafia gangs fighting over control of drugs traffic. Page 4

Renault protest

Workers at the French state car firm Renault are to join teachers and suburban railway workers in public sector strikes in protest over the Socialist Government's determination to fight inflation with austerity. Page 4

Emperor's condition

Court doctors gave ailing Emperor Hirohito another blood transfusion to help the 87-year-old monarch in his fight for life while palace officials said that his condition was still stable. Page 4

40 children hurt

Forty South Korean children were injured, most of them seriously, when fire broke out during a sports festival in Seoul as they were cheering and waving paper flowers in a school playground. Page 4

Danube monitor

The Hungarian Parliament has passed several resolutions to monitor closely construction work on the controversial Gabčíkovo-Nagymaros barrage on the River Danube. Page 4

Business Summary

First Chicago expects 25% cut in debt exposure

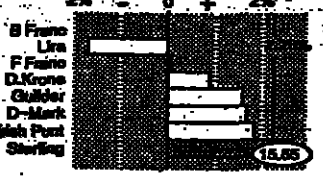
FIRST CHICAGO, largest bank in the US Midwest, expects to have reduced its Third World debt exposure by nearly a quarter by the end of this year, but opposes the idea of forgiving debt. Debt swaps and debt for equity exchanges are to be used to cut doubtful loans. Page 23

EUROPEAN Monetary System

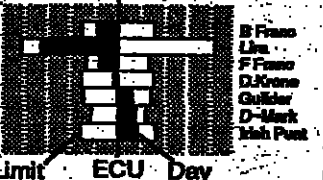
The relationship between the D-Mark and the French franc remained stable last week, in generally quiet foreign exchange trading. There was no sign of strain within the system, with three currencies - the Irish punt, D-Mark and Dutch guilder - closely grouped at the top. Page 23

EMS

October 7, 1988



ECU divergence



Limit ECU Day Parity Position

The chart shows the two currencies of the European Monetary System rates. The upper grid, based on the weakest currency in the system, defines the cross-rates from which no currency (except the lira) may move more than 2% per cent. The lower chart gives each currency's divergence from the "central rate" against the European Currency Unit (ECU), a basket of European currencies. Page 23

MINORCO, the South African

controlled investment company that has bid \$4.9bn for Consolidated Gold Fields yesterday responded angrily to press reports that there had not been full disclosure of the beneficial interests in the company. Page 20

IRVING BANK signed an

agreement to merge with Bank of New York on Friday, formally bringing to an end one of the longest and most expensive takeover bids in US history. Page 23

SCANDIA senior executives

under attack for share-dealing practices in connection with a recent takeover bid, said yesterday they would clear their names by selling off the shares at the original price they had paid for them. Page 23

CABLE AND WIRELESS has

mandated Hong Kong and Shanghai Bank and Midland Bank to arrange for it a \$678m multiple option facility. Page 23

TRADING VOLUMES on the

Sydney Futures Exchange for the first nine months of this year have already exceeded the record levels achieved in the whole of 1987, according to figures released last week. Page 23

BANK OF ENGLAND was once

again the most active in the gilt market last week. Suggestions in the market that the Bank bought in about \$848m, mostly on Tuesday, seem far too high and a figure of half that amount may be a more likely upper limit. Page 27

FORD Credit Funding's issue

last week of the first fixed-rate Eurosterling issue for some time - a five-year \$101m issue via Eurobonds - has prompted speculation that the corporate sterling market may be set for a resurgence. Page 26

GRAND METROPOLITAN had

been stalking Pillsbury, the US food conglomerate, in which it launched a \$5.32bn hostile bid last week, for about 12 months before making its move. The management decision to go ahead, subject to board approval, was made in August. Page 26

THURSDAY'S US trade figures

are likely to be the focus of attention in financial markets, showing whether recent progress in correcting the long-running deficit has continued. Page 23

TANKER owners have been

in a strong position over the past week as oil companies rushed back into the market to take advantage of lower crude prices and increased Saudi Arabian production. Page 5

Politburo endorses radical expansion of Soviet trade

By Quentin Peel in Moscow

THE POLITBURO of the Soviet Communist Party, the country's highest political authority, has endorsed a plan for a radical expansion of foreign trade up to the year 2000 which includes a gradual move to full convertibility of the rouble. The decision gives full political backing to a process which had already been widely mooted by top officials and is probably intended to remove any final resistance in the Soviet bureaucracy. However, the Soviet leadership has also made it clear that the process of making the rouble convertible will advance stage by stage, beginning with the state-trading countries in Comecon.

The Politburo met last week after the drastic shake-up within its ranks the previous weekend carried out by Mr Mikhail Gorbachev, the Soviet leader.

The ruling body has also ordered further changes in next year's state budget and annual plan, which have already caused stormy debates

in the Soviet Council of Ministers.

Only the blindest details of the decisions were published at the weekend by Tass, the official Soviet news agency, but it confirms the direction of a significant overhaul of foreign economic organisations over the past year.

Some observers believe the announcement could signal a big increase in Soviet imports of both finished products and machinery. This would be designed to head off growing popular resentment at the failure of Mr Gorbachev's economic reforms to produce more food and consumer goods in the shops.

Moreover, the announcement may also herald the announcement of changes in the country's joint venture legislation to allow foreign partners to hold more than 50 per cent of share capital, and even provide foreign managers for Soviet projects.

Foreign trade, which accounts for only six per cent of Soviet national income,

must play a much larger part in accelerating the economic and social development of the country, the Politburo communiqué said.

Trade officials say that the aim is to double the volume of foreign trade by the year 2000. The plan will mean a switch from the "traditional forms of trade" - which often involve barter, particularly with fellow Comecon countries - "to wide-ranging co-operation in science, technology, and production on the basis of co-operation and specialisation," the announcement says.

It is intended that the share of manufactured goods in Soviet exports should rise and that there should also be a rise in the level of technology in Soviet manufacturing. "It is also envisaged to perfect the economic mechanism of foreign trade relations based on the 'traditional forms of trade'."

It is also envisaged to perfect the economic mechanism of foreign trade relations based on the 'traditional forms of trade'."

Brussels in dilemma over chip dumping sanctions

By Terry Dodsworth, Industrial Editor, in London

THE European Commission's investigation into Japanese memory chip dumping in Europe has run into difficulties over the question of imposing financial sanctions at a time when prices have escalated while buying the level that caused complaint.

According to European manufacturers, the Commission has recently come down in support of the industry's allegations that Japanese producers were dumping certain kinds of memory chips in 1985 and 1986. But officials are worried that imposing normal anti-dumping penalties would risk exposing European semiconductor users to further price increases.

The issue is particularly difficult because European semiconductor producers are pressing for action to be taken as a warning to their Japanese competitors against future dumping.

Executives in the European

industry argue that it would be pointless to waste the results of virtually 15 months' work on the investigation without some sort of exemplary penalty on the Japanese. This has become additionally important, they said, because of the heavy investment the European industry has been making recently in an effort to establish a more viable memory chip manufacturing industry in Europe.

Prices of all kinds of memory chip products have about quadrupled in the past two years. Standard DRAMs (dynamic random access memories), the basic commodity chips used widely in the personal computer and consumer electronic industries, now cost about \$8 each against less than \$3 in 1986; and prices of erasable programmable read only chips (EPROMs), the other family of products involved in the anti-dumping complaint, have risen by similar amounts.

These increases have caused severe embarrassment to users over the last 12 months or so, forcing them to raise prices on finished products and trim back production. Japanese semiconductor companies say that the anti-dumping action has exacerbated these problems in Europe because Japanese suppliers have tended to shift their sales activities to other kinds of more advanced chips, thus causing shortages in those categories covered by the complaints.

EC discussions on possible anti-dumping sanctions have so far raised the issue of imposing provisional duties that would operate as a short-term cost on the Japanese companies but would not force them to increase their prices.

Provisional duties are a standard penalty in anti-dumping actions, where they are introduced as a short-term measure before longer-term sanctions are worked out.

Montenegro protestors in clash with Yugoslavian riot police

By Judy Dempsey in Vienna

YUGOSLAVIA's paramilitary police clashed for the first time on Saturday with demonstrators in the southern Republic of Montenegro. The confrontation is seen as a further deterioration of Yugoslavia's fragile political situation.

Tens of thousands of people gathered on Saturday in Titograd, the republic's capital, demanding improvements in their living standards.

The protestors called for an end to alleged intimidation of Serbs and Montenegrins by ethnic Albanians in the neighbouring autonomous province of Kosovo.

The demonstrators, who were dispersed by tear gas and riot police, were also demanding the resignation of the party leadership in Montenegro, claiming that it had not supported the political reforms of Mr Slobodan Milosevic, the powerful party leader in Serbia.

Mr Milosevic is seeking to

extend Serbia's control over the two autonomous provinces of Vojvodina and Kosovo, which are constitutionally linked to Serbia.

Leaders in the other republics, however, most notably those in Slovenia, Croatia and

Montenegro, have openly criticised Mr Milosevic, claiming that his use of the nationalist card is destroying the Yugoslav system.

Inflation in Yugoslavia is running at an annual rate of 200 per cent and, although prices have risen, wages and salaries have been frozen in an attempt by the authorities to bring the economy under control.

Mr Branko Mikulic, the country's Prime Minister, responded to the unrest by saying on Saturday night that the demonstrators' demands were justified. He added, though, that the Government would adhere to its economic reform programme which entails a tough austerity package.

The Yugoslav authorities, taken back by the events in Montenegro, have now banned protests in the region as well as protests planned in Kosovo. Unrest covered new ground, Page 4

First Boston in talks on merger with European affiliate

By Stephen Fidler in London and Janet Bush in New York

THE BOARD of First Boston, the US investment bank, was last night meeting in New York to discuss plans expected to lead to a merger of the firm with Credit Suisse First Boston, its European affiliate, and to take the combined entity private.

The deal would create a powerful new force in the international investment banking business. The proposal is also expected to pave the way for other institutional shareholders, probably from Japan, to buy into the combined firm.

First Boston, CSFB and Credit Suisse are currently linked by a complex series of cross-shareholdings dating back to 1978. First Boston holds 40 per cent of CSFB and Credit Suisse 60 per cent, and CSFB itself owns 40 per cent of First Boston.

The rest of First Boston's shares are held by employees and the public. On the basis of Friday's closing price of \$48 3/4, taking the firm private would cost nearly \$1bn.

According to Euroweek, a London-based finance magazine, Mr Jack Hennessy, president and chief executive officer of CSFB in London, will return to New York to take up a senior position in a new holding company.

It is said that Mr William Mayer, a managing director of First Boston, and Hans-Joerg Radloff, deputy chairman of CSFB, would also hold senior positions. Mr Alvin Shoemaker, the present First Boston chairman, is expected to leave the group.

On completion, Credit Suisse would hold some 45 per cent of the merged business, having kept its stake below 50 per cent for US regulatory reasons. The management would own between 20 and 30 per cent with the rest being taken up by the new institutional shareholders, the magazine said.

CSFB has become one of the leading new issues houses in the international securities markets in the 10 years since its formation. Other firms, notably the Japanese, have raised more finance for customers, mostly from their home markets, in recent years but none could equal CSFB's international reach.

Yet for at least two years, the outward signs of combining success have masked back-

Continued on Page 24
Background, Page 25

Algeria vows crackdown as violence flares

By Our Foreign Staff

FRESH CLASHES between police and demonstrators broke out in Algeria yesterday as the authorities vowed to use tougher measures to suppress the rioting that erupted six days ago in Algiers and is unofficially estimated to have cost more than 100 lives.

Although a communiqué from the military command set up to halt the violence warned against new disturbances, travellers yesterday reported fresh clashes with young people in Tiaret, 250km (150 miles) southwest of the capital.

They said the violence, which followed the initial riots in Algiers and Oran, Algeria's second largest city, caused considerable damage to government property. Residents said security forces had violent clashes with rioters yesterday morning. Oran residents reported gunfire and explosions and said that the main hospital said it had taken in 18 dead and 100 wounded since the protests began there on Friday.

The death toll rose in Algiers, where troops opened fire on Saturday night. Algiers was calm during the day yesterday but a hospital worker said in Belcourt, one of the poor areas most devastated by the riots, that 17 bodies had been taken to Mustapha Civil Hospital yesterday after a night of heavy gunfire.

One of the worst incidents occurred in the Kouba district of Algiers where troops opened fire on a crowd, killing up to 60. Witnesses reported seeing bodies being dragged through the streets of the capital's poorer districts.

A previously unknown Islamic fundamentalist group, the Movement for Algerian Renewal, has claimed responsibility for the violence.

In a statement sent to international news agencies in Algiers it demanded "immediate satisfaction of the needs of the people", a reference to the shortages of basic foodstuffs in recent months. The group insisted on Saturday that the government should resign and the National Assembly be dissolved, and warned that unless its demands were heeded, it would resume agitation yesterday.

Moslem fundamentalists Continued on Page 24

Kuwait 'to protect' investment in UK

By Vanessa Houlder

THE Kuwaiti Government yesterday expressed its "extreme regret and astonishment" at the UK Government's decision to force it to halve its 21.7 per cent stake in British Petroleum. It said it would "do what is necessary to protect its economic interests in Britain."

The comments, which followed a Cabinet meeting, were the first official Kuwaiti response to Britain's announcement last week that Kuwait must reduce its stake to 9.9 per cent within a year.

This decision came after a Monopolies and Mergers Commission inquiry which found a potential conflict of interest. The Kuwaitis did not elaborate on how it intended to protect its foreign investments. Mr Rashid Abdul-Aziz al-Rashid, a spokesman, merely said that Kuwait had studied "all appropriate measures to... protect its economic interests and preserve its investments abroad."

An official from the Kuwait Investment Authority said yesterday that Kuwait would probably respond by cutting its international investment. He said that the British ruling was likely to discourage large new stakes in foreign companies.

The investment authority, which is part of the Kuwaiti finance ministry, was likely to invest in small holdings which were less likely to be controversial, he added.

At present prices, the Kuwait Investment Office would be faced with a loss of more than \$500m on its shares. However, the Kuwaitis are thought likely to try to extend the period permitted for the divestment.

The United Arab Emirates may be planning to buy some of the BP shares sold by the Kuwaitis. Mr Abdul Malik al-Hammar, the central bank governor, was quoted as saying that the Gulf states should buy some of the BP shares after the British move showed the vulnerability of Arab investments.

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THE MONDAY INTERVIEW

Sir Christopher Hogg's achievement in restoring Gournais to its role as one of Europe's top textile and industrial groups has earned him admiration. At 52, he seems indifferent to it all. Page 42

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OVERSEAS NEWS

Dukakis likely to harden attacks on Republicans

By Nancy Dunne in Washington

GOVERNOR Michael Dukakis, the Democratic Presidential candidate, is expected to step up attacks on his Republican opponents as he enters a crucial week for his campaign.

Economic downturn 'inevitable by 1990'

A downturn in the US economy is inevitable "by late next year or early 1990," said the next president should act by gradually cutting spending and avoiding large tax increases.

propelled Republicans to the White House since Richard Nixon won in 1968, spent much of last week standing amid crowds of cheering police and accusing Mr Dukakis of being soft on crime when he was Governor of Massachusetts.

A new Republican campaign commercial shows a line of criminals going in and out of a revolving door, a reference to a Massachusetts parole programme.

In an unusually emotional address in Maine, Mr Dukakis referred to the death of his brother in a hit-and-run accident, and an assault on his father, and said he needed no "lectures" from Mr Bush on crime-fighting.

Mr Dukakis's 85-year-old mother, Mrs Eunice Dukakis, came forward at the Maine appearance and accused Mr Bush of "mangling the truth" of her son's record on crime.

Mrs Dukakis said that letters had been circulated in the Greek community in Massachusetts accusing her two late brothers of having been Communists.

Governor Dukakis is expected to spend most of the week preparing for the second and final presidential debate on Thursday or Friday. The exact date depends on the baseball play-offs schedule.

Mr Bantzen, his running mate, is expected to press forward the theme of "economic nationalism" raised by the Governor in a pivotal speech last Friday.

Mr Dukakis attacked the flood of foreign investments in the US, and promised to make trade reciprocity "a cornerstone" of US trade policy by demanding foreign market access for US products.

Mr Peter Hart, a Democratic pollster, and Mr Kevin said the race was close with Mr Bush leading, but Mr Hart said private polls show a 2 to 3 point gain nationally

Lambsdorff wins FDP chairmanship

By David Goodhart in Wiesbaden

MR Otto Lambsdorff, former West German economics minister, has achieved one of the most notable come-backs in post-war German politics by narrowly winning the chairmanship of the liberal Free Democratic Party, the junior partner in the Bonn coalition and pivot of the federal political system.

At 61, he is a conservative liberal with a sharp tongue and strong free-market views. He defeated Mrs Irmgard Adam-Schwartz, 48, identified with the liberal wing of the FDP, by 211 votes to 187. She has the consolation prize of one of the three deputy-chairs.

Mr Lambsdorff resigned as economics minister four years ago over the scandal involving

illegal political payments by the Flick industrial group. Last year he was convicted of tax evasion but cleared of corruption.

Economics Minister, who is to become an EC commissioner next year. However, it is almost certain

coalition with the Social Democrats in 1982. The recent death of Mr Franz Josef Strauss, leader of the

The FDP conference on Saturday passed a motion expressing disquiet about the costly European Fighter Aircraft (EFA) project, David Goodhart writes.

The motion said the West German share of the costs must not rise and stressed that if Spain pulled out the whole German commitment should be reviewed.

Furthermore, it said, full-scale production should not begin until it was clear how the talks on reducing conventional forces in Europe were developing.

tion. The dominant group in the ruling coalition - the Christian Democratic Union/Christian Social Union - may suffer in the short term from the arrival of a combative personality at the helm of the FDP in place of Mr Martin Bangemann, current chairman and

that Mr Lambsdorff, will persuade his party to remain committed to the same coalition after the national elections at the end of 1990. Mrs Adam-Schwartz might have been less keen. Mr Lambsdorff was one of the key figures who successfully pressed for an FDP withdrawal from the 13-year

Bavarian CSU, may have helped Mr Lambsdorff in the election. The scandal leaves a space for a forceful personality in the three-party coalition, which he will try to fill. Some delegates at the FDP congress at Wiesbaden were talking of Mr Lambsdorff becoming "the Strauss of the 1990s".

However, the death of Mr Strauss is also an electoral problem for the FDP which has collected many votes and a high profile as the recipient of Mr Strauss's political venom. Mr Lambsdorff referred to this problem on Saturday and said the FDP must establish a higher profile in its own right. Mr Lambsdorff is thought to suffer from a poor national image, partly as a result of the Flick scandal.

Mr Lambsdorff stressed that he would not be making systematic or unnecessary trouble within the coalition and would not be seeking a seat in cabinet - where the FDP has four - because he believes that, like Mr Strauss, he will have more power outside.

Belgians vote in local polls

BELGIANS voted yesterday in local elections seen as the first public opinion test for the five parties in Prime Minister Wilfried Martens' coalition government which took power in May, Reuter reports from Brussels.

Observers said the vote for the country's 589 communal councils was dominated by local issues. Mr Martens has said the result will not change his determination to push ahead with constitutional and economic reforms.

De Mita gives party resignation threat

By John Wyles in Rome

ITALY'S Christian Democrat prime minister, Mr Ciriaco De Mita, warned his party at the weekend that he will be forced to resign if the government fails tomorrow to secure a crucial majority in favour of reforming parliamentary voting procedures.

The prime ministerial warning, delivered during a characteristically discursive three-hour speech to the Christian Democrats' youth section, makes explicit what has hitherto been assumed. If the five-

party coalition cannot muster its majority behind strict limits on the use of secret voting, then "it would be my duty to take note", said Mr De Mita.

The same that the government may be in some peril tomorrow during the final secret vote on the future of the secret vote has been heightened by treatment given last Friday to amendments to the government's proposal in the lower house of parliament.

three without ever reaching the absolute majority of 316 votes.

Since on paper the coalition vote should number 370, it is thought that at least 50 so-called "unipers" joined the communists and other opposition parties in voting against the government.

The fall of the government could easily lead to early elections - a fearsome prospect which by itself may be sufficient to guarantee the covert support of around 30 commu-

nists. It is thought many of these were using the secret vote on Friday partly to warn Mr De Mita that he must abandon all hope of continuing as leader of the party and prime minister beyond the party's congress next January.

In his weekend speech, Mr De Mita threw this section of his unruly party a gratuitous bone by declaring that if by the time of the Congress he is still prime minister, "I shall not be secretary of the party".

Book sales boom as Frankfurt turns 40

Haig Simonian visits the biggest event on the international publishing calendar

THE stands will start coming down later today as books are packed away or quietly sold to the public. Another Frankfurt book fair will be over.

This year has been special, however. The fair, the premier event of its kind in the international publishing calendar, is 40 years old.

From humble beginnings in the bomb-ravaged city in 1948, it has steadily grown into a giant of its kind. This year 7,685 exhibitors from 85 countries jostled for space, with no fewer than 338,000 books on show, 103,000 of which claimed to be new titles.

The numbers have been rising almost continually since

the first fair, when 205 exhibitors, all German, showed their wares.

About two thirds of the exhibitors now are foreign. The British are traditionally the biggest contingent, with around 800 exhibitors, followed by Spain the US and France. Thanks to subsidies from the West German government, there is also room for the minnows, allowing countries like Afghanistan, Nepal and Senegal to be represented by one exhibitor each.

The first two days of the five-day event remain restricted to the trade, but bookworms, browsers and the plain nosy have flooded in during the rest.

The publishers are also doing their bit for the export trade. Exports of books and magazines rose by 5.5 per cent

to DM2.36bn (\$746m) last year against a 6.7 per cent increase in imports to DM832m.

Such information is academic to most of those at the fair. Their main interest is to strike deals. In the book business, that usually means buying or selling the rights to publish titles in different formats or parts of the world.

The era of blockbuster rights auctions in Frankfurt has passed as the number of best-selling authors has decreased and publishers bank on a few trusted names.

But the fair is still a crucial key international meeting place, and, for non-fiction titles

especially, a key arena to negotiate rights deals.

It is also a place where political barriers can be lowered. The fair has played a role in bridging political gaps.

The book trade between the two Germanies is a case in point. West German sales across the border have fallen but events like the fair help to get many East German authors published in the West. And West German publishers exhibit at book fairs in the East in the hope that friends and private contacts will see to it that books are spirited across the border, even if their wares are often unavailable in bookshops there.

Government backs Pinochet

By Barbara Durr in Santiago

THE CHILEAN Government is attempting to turn its defeat into a personal victory of sorts for General Augusto Pinochet. Speaking at the weekend, Mr Sergio Fernandez, the Interior Minister, who was chief of the regime's plebiscite campaign, said Gen Pinochet's 43 per cent of the plebiscite vote showed he was "undeniably" the premier political force of the country and has the greatest popular support.

Re-emphasising the main theme of the campaign, Mr Fernandez said: "The plebiscite was a comprehensive defeat for Communism." He added that the "democratic nature of the Government cannot be seriously questioned" as it subjected itself to a plebiscite.

The Government's attempt to reaffirm Gen Pinochet is a direct response to the calls by the opposition for the general's resignation. Spontaneous as well as planned massive demonstrations have stepped up public pressure for him to quit.

It is widely expected that the Government hopes such demonstrations will lead the opposition into hasty mistakes of which it will be able to take advantage.

Mr Fernandez contended that Gen Pinochet had broken the traditional Chilean voting pattern of a third each to the right, left and centre. And, by painting the general as a popular political figure, the regime appears to be laying the ground work for a possible Pinochet candidacy in a future presidential election.

Published by the Financial Times (Europe) Ltd, Frankfurt Branch, represented by E. Hugo, Frankfurt/Main, and, in Germany, by the Board of Directors: F. Barlow, S.A.F. McClean, G.T.S. Durrer, M.C. Gorman, D.E.F. Palmer, London. Printer: Frankfurt Societys-Druckerei-GmbH, Frankfurt/Main. Responsible editor: G.D. Oram, Financial Times, Bank House, Cannon Street, London EC2A 4BT. The Financial Times Ltd, 1988.

FINANCIAL TIMES, USPS No 12659, published daily except Sundays and holidays. US subscription rates \$36.00 per annum. Second-class postage paid at New York NY and at additional mailing offices. POSTMASTER, send address change to: FINANCIAL TIMES, 14 East 6th Street, New York, NY 10002.



Advertisement for Marriott Hotels/Resorts featuring a testimonial: "I ENJOY WORKING AND I LIKE BREAKFAST BUT I NEVER MIX THE TWO." The text describes a working breakfast experience at a Marriott hotel.

More freedom for commercial banks in India

By David Housego in New Delhi

THE deregulation of India's commercially controlled banking system took a step forward at the weekend, when the central bank announced measures that will give commercial banks more flexibility on lending and rates.

The move reflects pressure from a reformist lobby in the Finance Ministry which has been pushing the central bank, the Reserve Bank of India, to encourage the largely state-owned banking system to improve services and become more competitive.

The latest step comes after other measures intended to introduce more flexibility in the banking system and ease industry's access to credit, including creation of a commercial paper market.

The most significant of the new liberalisation measures is that banks will no longer need central bank approval before making large loans. Under current lengthy procedures, the banks need central bank agreement before they can make term loans above Rs60m (US\$12m) or provide working capital over a limit of Rs20m.

The restrictions were introduced long ago to prevent companies from borrowing to speculate in scarce commodities. But increasingly they are seen as a burdensome regulation limiting industry's access to credit.

To guard against abuses, however, the central bank is to retain the right to retrospective scrutiny over large loans (defined in the case of working capital as over Rs50m).

In similar vein, commercial banks will be given some flexibility in the rate of interest they can charge to larger corporate customers. Under India's existing highly regulated interest rate structure, top quality corporate borrowers are forced to pay the highest rate of 15.5 per cent, while smaller scale industry and other favoured borrowers can obtain money at subsidised rates well below this.

Now, banks will be allowed to charge top quality corporate clients 0.5 of a point less, with a minimum rate of 16 per cent.

Mr Chokk Kapur, general manager of Citicorps Bank, said yesterday: "We would have liked to see greater flexibility, but at least this is a first step."

The move comes in the wake of agreement in principle to set up a commercial paper market in India which will ease industry's short-term funding problems by enabling companies to borrow directly from each other.

Parallel with this, the central bank yesterday restored the right of commercial banks to trade loans among themselves as a way of adjusting short-term liquidity.

Iran makes concession to Iraqi demands

IRAN AND Iraq continued to argue over the weekend about how to proceed with their tortuous peace negotiations, although Iran made a concession to Iraqi demands which might pave the way for a continuation of the seven-week-old Gulf War ceasefire, Victor Mallet reports.

Mr Ali Akbar Velayati, Iran's Foreign Minister, suggested on Saturday that there had been a breakthrough.

He said both sides had agreed in principle to compromise proposals from the UN, including a withdrawal of troops to international boundaries in 15 days and a pledge from Iran that it would no longer search ships in the Gulf.

But an Iraqi official expressed surprise at Mr Velayati's assertion that the UN plan had been agreed.

Indian monsoon raises crop hope

India's annual south-west monsoon was the best in the century, raising prospects for a bumper winter crop, United News of India said, AP-DJ reports from New Delhi.

The news agency quoted an end-of-season review by the government's Meteorological Department as saying this summer's rains were 16 per cent above normal and among the five heaviest this century.

Indian agriculture accounts for two-thirds of the country's Gross Domestic Product.

China's industrial output rises

China's industrial output continued to rise in September, far exceeding increases in energy and raw materials, despite government efforts to slow the trend, Reuter reports from Peking.

The New China News Agency said industrial output last month showed a year-on-year increase of 23 per cent in September, against 18.3 per cent in August and 15.8 per cent in September last year.

In September, output of light industry grew 23 per cent year-on-year, while the share of state companies in total output continued to fall against that of rural and collective operations.

Israeli troops sweep West Bank villages

Israeli troops swept through 29 West Bank villages yesterday, wounding at least 10 Palestinians during a general strike to launch the 11th month of an Arab uprising against occupation, Reuter reports from the West Bank.

Palestinian shops in the West Bank and Gaza Strip closed, public transport halted and workers stayed away from jobs in Israel on orders from underground leaders of the uprising, backed by the PLO's Liberation Organisation.

Israel's Defence Minister, Mr Yitzhak Rabin, reaffirmed he had ordered the army to wound Palestinian rioters to deter violent demonstrations. At least 289 Palestinians and six Israelis have died since the revolt began.

Arab priority in Iraqi projects

Iraq will give priority in reconstruction projects in the post-Gulf war era to Arab countries "and foreign companies in accordance with their co-operation with Iraq during the hostilities", Mr Taha Yassin Ramadan, First Deputy Premier, said yesterday, AP-DJ reports from Kuwait.

The US was pursuing "a conspiratorial approach" toward Iraq, he told the Kuwaiti newspaper Al-Anba. Baghdad considered the attitude of France "the most positive among European countries."

Iraq considered General Michel Aoun's Christian Cabinet to be Lebanon's legitimate government, he added.

Many hands grope for African summit

Michael Holman assesses the latest efforts to win peace in Angola and Namibia

THE COMPLEXITY of the peace negotiations over south-western Africa was underlined by what could have happened - but in the event did not - in Lusaka last week.

The Zambian capital was supposed to have been the venue (according to African diplomats, Zaire's news agency, and South African officials) for a summit meeting of the leaders of Angola, Congo, Gabon, Zaire, and Zambia.

It seemed both feasible and sensible when barely a week goes by without some diplomatic activity in the region.

President P.W. Botha of South Africa, who had recently welcomed Mr Javier Pérez de Cuéllar, the UN Secretary-General, to South Africa, had just completed his third foray into black Africa, this time to Zaire.

While the meeting with President Mobutu Sese Seko of Zaire was under way, the leaders of Angola, Gabon and Congo were getting together. Also at about this time, officials from Angola, Cuba and South Africa were preparing to meet in New York for yet another round of negotiations

to pursue independence for Namibia and peace in Angola. Critical to the success of the Namibia talks are the negotiations, in effect parallel, encouraged by the US and the Soviet Union, but conducted mainly by African mediators. These are designed to persuade President José Eduardo dos Santos

to agree on the timetable for the withdrawal of about 50,000 Cuban troops from Angola.

For all that, it was not to be. "There is no summit at all," said President Kenneth Kaunda of Zambia, not long before it was supposed to begin, although he did confirm

ABOUT 170 Namibian community leaders arrived in Zambia yesterday for talks with the external wing of the South-West African People's Organisation (SWAPO) on Namibia's transition to independence, Nicholas Woodworth writes from Lusaka.

The Namibian group was made up of 40 whites and included businessmen, politicians and professionals. They met SWAPO officials near the provincial Zambian town of Kabwe. The main aim is to promote consensus on the implementation of UN Resolution 435 that calls for the independence of the territory.

of Angola and Mr Jonas Savimbi, leader of the Unita rebel movement there, to end their civil war at the conference table.

The Lusaka summit was seen as a further step in this process, taking place amid signs that Angola and South Africa may be closer to overcoming the second main obstacle to a south-western African peace pact. This is the need to

reach agreement on the timetable for the withdrawal of about 50,000 Cuban troops from Angola.

together, is the man who is trying to assemble the region's diplomatic jigsaw. He is Dr Chester Crocker, US Assistant Secretary of State for African Affairs.

However, even he may be finding it difficult to keep abreast of the parallel initiatives, although he presided last week over the eighth round of talks on Namibia by Angola, Cuba and South Africa.

It involves parties as disparate and far apart as King Hassan of Morocco, President Mobutu, President Denis Sassou-Nguesso of Congo, President Félix Houphouët Boigny of Ivory Coast, and General Olusegun Obasanjo, former Nigerian leader.

Co-ordination of this initiative is a difficult task, made no easier by the fact that it requires the leaders and intermediaries to drop ideological differences and overcome personal vanities in the search for a formula that will bring Mr dos Santos and Mr Savimbi together.

US negotiators have told the African mediators that they see a settlement of the Angolan civil war as integral to

efforts to bring independence to Namibia. They argue that a link between the two issues is the timetable for a Cuban troop withdrawal.

South Africa now proposes a two-year withdrawal, but intends that the bulk of the Cuban contingent must leave Angola during the seven-month period before independence elections in Namibia.

Angola can only accept this timetable if the war with Unita comes to a early, negotiated end. With South African forces out of Angola, a black government in Namibia and the civil war over, the need for Cuban support of the administration in Luanda, the Angolan capital, would be removed.

This week in Brazzaville, the Congolese capital, this week in Angola, Cuba and South Africa are due to meet again. The key to the outcome may be the efforts to achieve reconciliation in Angola.

This is why many diplomats here believe that the African leaders attempting to mediate between Mr dos Santos and Mr Savimbi could yet get together, in Lusaka or elsewhere.

Takeshita certain of tax reform victory

By Ian Rodger in Tokyo

JAPAN'S Prime Minister, Mr Noboru Takeshita, predicted in a speech at the weekend that his Government's controversial tax reform plan would be passed during the current extraordinary session of the Diet (parliament).

This was the most confident statement on the issue yet made by the normally cautious premier, and reflects a remarkable turnaround in the parliamentary fortunes of the ruling Liberal Democratic Party in the past fortnight.

The turning point came two weeks ago when the LDP succeeded in extending the current Diet session. Since the opening of the session in mid-July, the Opposition parties had united to block debate of the LDP's six tax reform bills.

Until the last minute, it looked as if they would try to prevent the ruling party from extending the session beyond its September 26 scheduled close as well.

The Opposition parties all oppose the introduction of a consumption tax, which is one of the main features of the reform plan.

A series of financial scandals in the spring and summer involving leading politicians had strengthened their determination to resist the LDP plan and insist on improved enforcement of existing tax laws instead.

There is a custom in modern Japanese politics that the LDP will not use its majority to achieve its will on a given issue in parliament if all the opposition parties refuse to participate in the debates.

However, as has happened so often in the past, the unity of the Opposition political parties crumbled last month when tested by the LDP.

The Democratic Socialist Party, the second largest opposition party, agreed at the last minute to participate in the debate over whether or not to extend the Diet session, thus enabling the LDP to bring the question to a vote and enforce its will.

The extension is a considerable personal victory for Mr Takeshita, who rejected the advice of some of his colleagues to blockade the reforms through the Diet, preferring to negotiate patiently with the Opposition.

Last week, in an apparent response to the DSP's co-operation, the ruling party agreed to remove some unfair elements in the existing tax system, in particular to close loopholes in capital gains taxes on securities transactions.

The session will continue to November 24, long enough, in the view of most analysts, for the LDP to get the tax bills through.

By-election result jolts Hawke

By Chris Sherwell in Sydney

THE RULING Labor Party in Australia has seen one of its safest seats move towards marginality through a big swing of voter sentiment in a by-election.

It took place on Saturday in the Oxley constituency near Brisbane. It used to be that of Mr Bill Hayden, now Governor General-designate, was Labour's safest seat in Queensland and one of the safest in the country.

Although the party's candidate, Mr Les Scott, was elected,

voters slashed the margin of victory, as happened in by-elections for two Adelaide seats this year.

Mr Hayden had 59 per cent of the first preference vote in the 1987 general election but Mr Scott won only 49 per cent. The swing is expected to be even larger once preferences are distributed.

The big beneficiary was the Liberal Party. Its federal coalition partner, the National Party, holds power in its own right in the Queensland state

government, but also saw its support cut.

Mr Bob Hawke, federal Prime Minister, who visited Oxley twice during the by-election campaign, acknowledged that the result was a setback for his government. Mr John Howard, the Liberal leader, accused Labor of being out of touch with the average Australian.

Voters remain unhappy about the stagnation in living standards under Labor's policy of "restraint with equity."

Parties in Pakistan join forces ahead of election

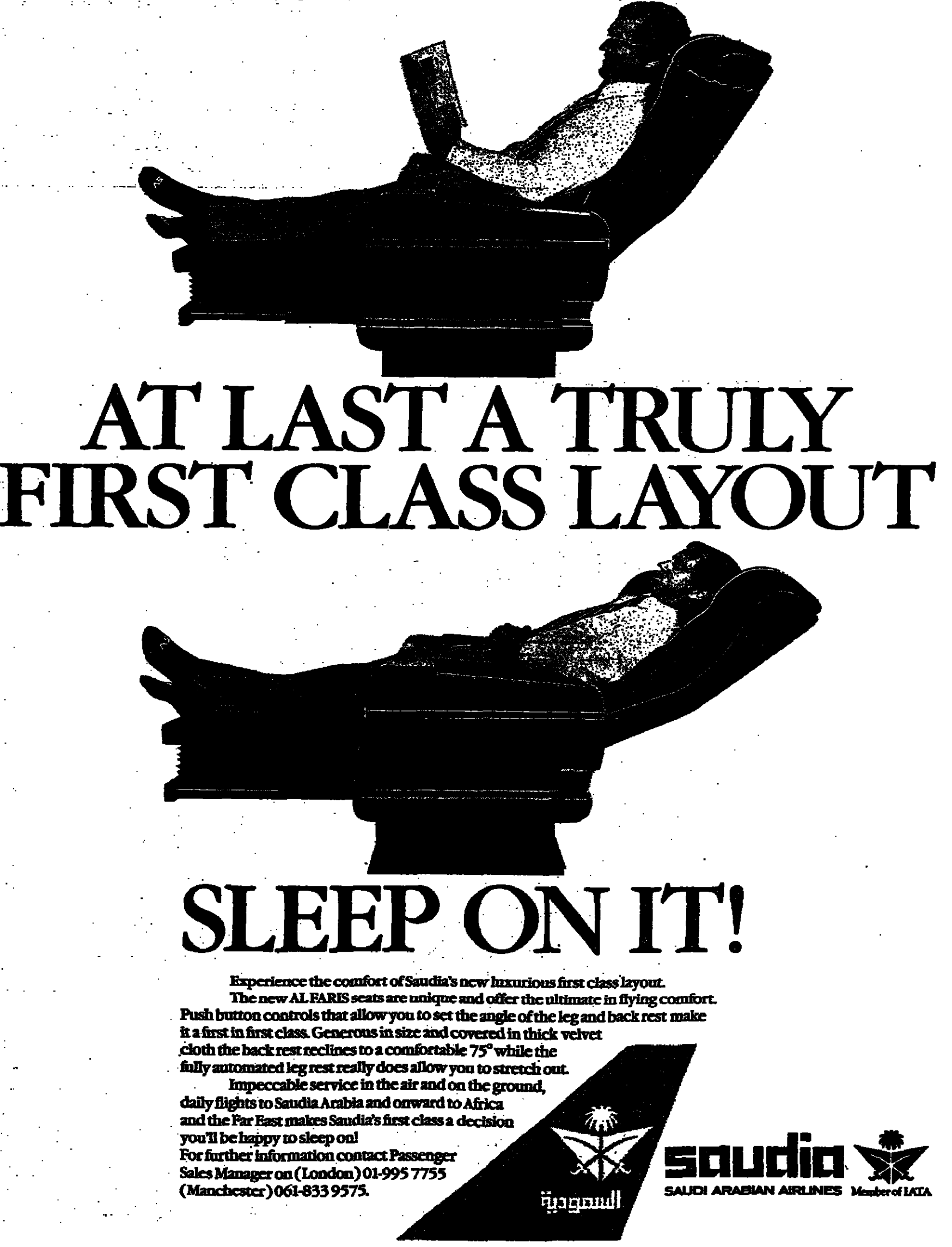
PAKISTAN'S former Prime Minister, Mr Mohammad Khan Junejo, has announced formation of a three-party alliance to contest next month's election, Reuter reports from Islamabad.

Mr Junejo said that his Pakistan Muslim League (PML) party was joining forces with the Tehrik-I-Istiqal party of former Air Force chief Asghar Khan and Jamiat Ulama-i-Pakistan, an Islamic party.

The political alliance, the second formed in three days, will work for an "Islamic, welfare, parliamentary system."

Eight right-wing and religious parties, mainly supporters of late President Zia ul-Haq, formed the Islamic Democratic Alliance last week to oppose Ms Benazir Bhutto's Pakistan People's Party.

The PPP dominates the nine-party anti-Zia alliance known as Movement for Restoration of Democracy.



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PHILIPS

OVERSEAS NEWS

Thousands join Baltic nationalist demonstrations

By Quentin Peel in Moscow

THE upsurge of nationalist sentiment in the Soviet Baltic republics was dramatically confirmed this weekend when tens of thousands took to the streets in both Latvia and Lithuania, waving their newly-legalised national flags.

A second mass movement in the region outside the direct control of the ruling Communist Party, the Latvian Popular Front in Support of Perestroika, held its inaugural congress in Riga on Saturday and yesterday, following the lead given last weekend by the Estonian Popular Front.

For the first time in 30 years, a service was conducted yesterday in Riga's Lutheran Dom cathedral, attended by some 2,000 people, in support of the Popular Front. More than 100,000 paraded through the streets of Riga, and a similar number in Vilnius, the Lithuanian capital, on Friday, showing why the ruling party has been forced to take drastic action to accommodate their demands.

The parliaments in both republics last week legalised the display of their national flags, formerly banned in favour of the Soviet Union's hammer and sickle, and granted official status to their

Chernobyl town faces demolition

THE authority in charge of the evacuation zone around the site of the world's worst nuclear accident wants to raze the 800-year-old town of Chernobyl, Pravia said on Saturday in a highly critical article.

The Communist Party newspaper said the plans to demolish the town were too hasty and called for them to be reconsidered. Reuter reports from Moscow.

The plans were made behind closed doors by a special body set up by the Ministry of Atomic Power with powers over the 18-mile evacuation zone, Pravia said.

The newspaper said some 894 people, mostly elderly, had dodged roadblocks and returned to live unofficially in villages surrounding Chernobyl since the 1986 explosion at the nuclear power plant.

Pravia said that while the atomic industry body declined to acknowledge the existence of these people, local authorities had actually sent them food and other supplies.

Authorities in neighbouring Byelorussia had adopted a different approach in favour of step-by-step decontamination and assistance to people to return to their homes.

The level of radiation differed considerably within the zone around the plant which lies in the Ukraine, near the Byelorussian border. But it had returned to normal levels in some parts, the paper said.

Montenegrin unrest covers new ground

Yugoslav protests are starting to take in economic grievances, says Judy Dempsey

THE wave of unrest in the Republic of Montenegro at the weekend signals an important change in the large and emotionally-charged protests which have swept across Yugoslavia over the past three months.

And unless Mr Slobodan Milosevic, the party leader of Serbia, can quickly come up with solutions to meet these recent demands, his own credibility could be undermined.

The recent wave of protests has been organised by special committees set up by Serbs from Kosovo, the autonomous province which is constitutionally linked to the Republic of Serbia.

The committees say Serbs in Kosovo are being intimidated and harassed by the ethnic Albanians who make up 80 per cent of the province's population.

To highlight their grievances, these committees have organised mass, nationalist-inspired demonstrations throughout the country.

At the same time, they have openly supported Mr Milosevic's policies, which seek to bring the province under the direct control of Serbia.

So far, Mr Milosevic has been able to use the demonstrations to back his plan to amend the constitution of Serbia and sack senior party officials who, he claims, are responsible for the country's ailing economy.

Those amendments, if agreed by the leaderships in Kosovo and Vojvodina, the second autonomous province linked to Serbia, would give Serbia full control over them, meaning that Serbia would have political dominance in the Yugoslav federation.

This is precisely what the late President Tito wanted to avoid. And it explains why he drew up the complicated and largely unworkable Constitution of 1974, which curtailed Serbia's influence by creating the two autonomous provinces.

Until recently, Vojvodina had resisted Mr Milosevic's plans to amend the constitution. But last week, in a move clearly designed to intimidate

the Vojvodina leadership, thousands of nationalist Serbs forced the leaders' resignation on the grounds that they had blocked political reforms and prevented Serbia from taking control over the province.

That resignation, engineered by what observers regard as crude nationalist pressure, as well as indirect support by Mr



were sparked off by economic complaints, in particular low wages and high prices. For another, economic and nationalist grievances have for the first time coalesced.

It is difficult to see how the federal leadership will deal with and contain this fusion of grievances.

But it seems that the Montenegrin demonstrators believe Mr Milosevic can solve the country's economic problems.

For the moment, Mr Milosevic has failed to topple the leadership in Montenegro and thus broaden his power base. This indicates that he still lacks support from the federal party leadership for his plans.

The real test of his political clout will come next week during a crucial central committee meeting. If he manages to remove his opponents and the old leaders, he will be held responsible for meeting the economic demands of the population, which observers believe will be done neither overnight nor through nationalist demonstrations.

Engineering students shortage

By David Thomas in Leningrad

THE Soviet Union is concerned about increasing difficulties in persuading students to study engineering and other technical subjects, a significant problem for a country whose industry is largely dominated by heavy engineering.

Soviet anxiety about this trend emerged during a week-long tour of Soviet education and research institutions by Mr Kenneth Baker, UK Education Secretary.

Prof Yuri Vasiliev, rector of Leningrad Polytechnic Institute, an elite Soviet higher education institute specialising in engineering and science, told

Mr Baker: "This is our sore spot."

He said the ratio of applicants to places at the Leningrad institute had fallen to 2:1 from about 6:1 in the 1970s.

"Even to get two applicants for each place, we have to work a lot with schools," he added.

Mr Viktor Zubaryev, Deputy Soviet Education Minister, confirmed that this was a nationwide problem. He said it had emerged as a significant trend about five years ago.

Mr Zubaryev blamed the dwindling interest in technical subjects on the increasingly negative image among young

people of industry, which was being held responsible for serious ecological problems.

He added that the trend was less pronounced in mathematics and physics, but was still noticeable. Young people preferred to study for professions such as law and medicine.

Mr Vladimir Mikshin, pro-rector of Leningrad's Herzen teachers' training institute, also told the British delegation of a nationwide shortage of teachers. He blamed this on poor forecasting of demand for teachers, and said it was being met by putting more students through training colleges.

Bukharin 'one of the greatest Soviet figures'

By Peter Ellingsen

NIKOLAI Bukharin, shot as an enemy of the people on the orders of Stalin in 1938, was hailed by Pravda yesterday as one of the greatest figures in Communist Party history, Reuter reports from Moscow.

In a clear attempt to link his ideas with the reform programme of Soviet leader Mikhail Gorbachev, the newspaper praised his economic views and fight against bureaucracy.

Bukharin was "one of the most prominent figures in the history of our party," Pravda said in one of several articles in the Soviet press marking the centenary of his birth.

Pravda cited Bukharin's support for co-operatives, the use of cost accounting and market mechanisms, ideas under discussion as part of Mr Gorbachev's reform programme.

Bukharin was formally rehabilitated by the party in July as part of a mass re-evaluation of Soviet history carried out under Mr Gorbachev over the past year. He was cleared of criminal charges in February.

Moscow promises peace in Pacific

By Peter Ellingsen

FOR four days last week, 100 foreigners walked the streets of Vladivostok, photographed warships in the warm-water harbour, and listened while senior Soviet leaders made their pitch to join the economic growth of North Asia and played down worries about military confrontation in the Pacific.

As gestures go, the decision to hold an international conference in the home base of the Soviet Pacific fleet was both symbolic and dramatic, but at the end of the week, many questions remained unanswered.

Few of the visitors who headed home on Aeroflot flights doubted Moscow's intention to become an economic force in the Asia Pacific region, but there was less certainty about long-term military and strategic objectives.

As one of the delegates, Professor Joachim Glaufitz, a Soviet specialist from Munich University, observed: "With the Soviet Far East so economically backward I am sure they are sincere about trade and growth, but they have still to show us how genuine they are about a significantly reduced military presence."

Despite Professor Glaufitz's reservations, top Soviet officials, including Mr Eugeny Primakov, a member of the ruling Central Committee, and Deputy For-

ign Minister Igor Rogachev, were categorical in their claims that the Soviet Union wanted to reduce military tension in the region.

Mr Primakov, who participated in the Kremlin shakeup orchestrated last week by Soviet leader Mikhail Gorbachev, said the "greater vigour" resulting from perestroika and changes in the Politburo would flow over to foreign policy.

"We realise we can't necessarily apply European experience to this region," he said. "Our proposal is to take a fairly flexible approach... we don't believe we have all the answers... we are open to consider answers from all nations in the Asian region."

Echoing proposals put forward by Mr Gorbachev in Krasnoyarsk last month to freeze and then reduce military activity in the region, Mr Rogachev said Australian initiatives to limit nuclear weapons in the Pacific offered the best course for peace and security.

However, he said, despite Soviet attempts to reduce its naval presence in the Pacific, "the situation in the region remains rather complicated and far from stable."

With a veiled reference to the United States, he said he could not help but notice "some people" treated Soviet policy with

caution and even worked against it.

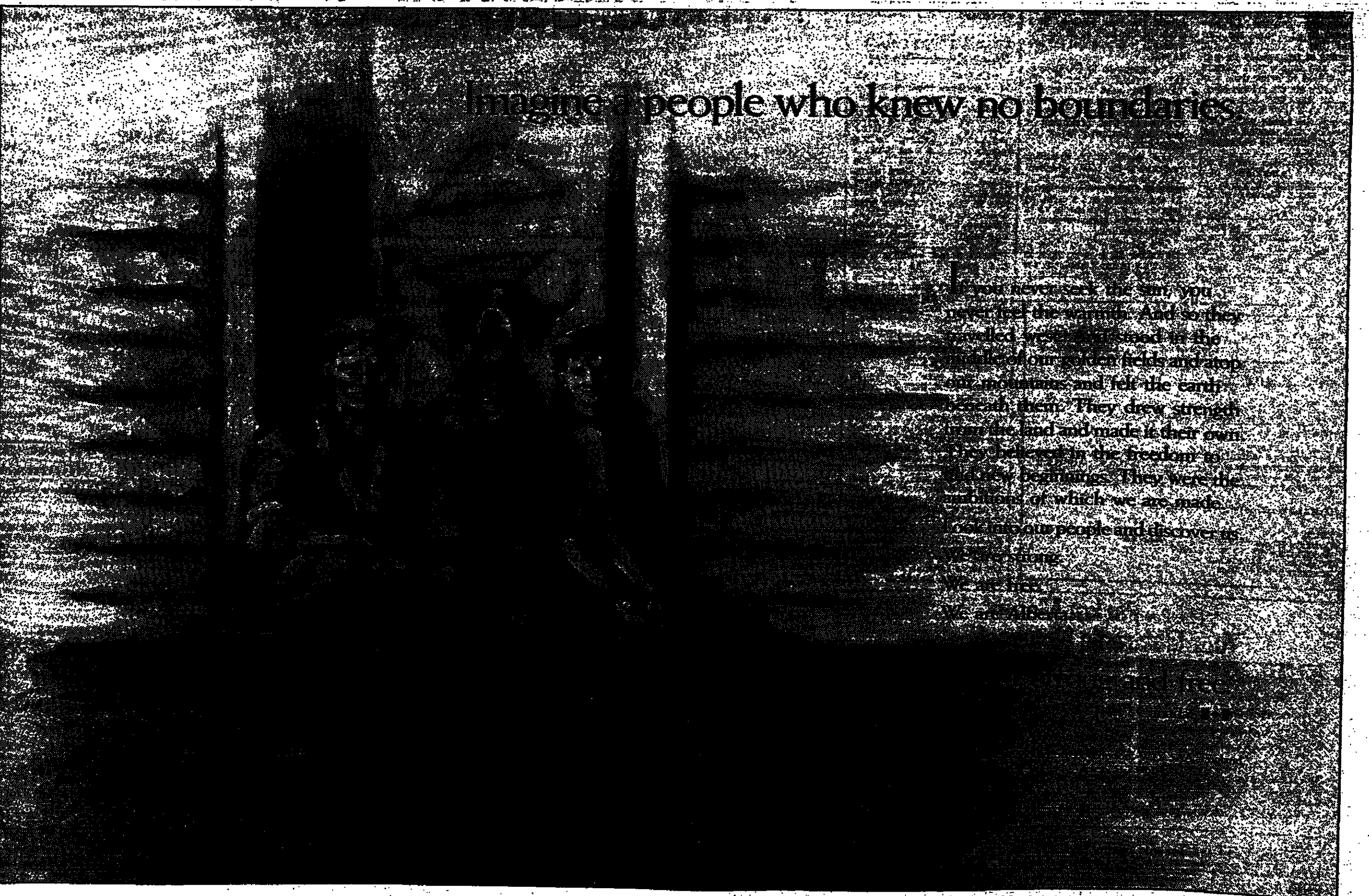
Mr Rogachev claimed the US had a three-to-one naval superiority in the Pacific and a 10-to-one dominance in on-board aircraft. "The Soviet Union adheres to a solely defensive role in the Pacific," he said. "It does not envisage an attack on the US Pacific Fleet."

He said the US had recently added Tomahawk missiles to its Pacific fleet, "not to protect ships but to hit targets deep in enemy territory."

Mr Rogachev insisted the "so-called Soviet military threat" in the Pacific was unrealistic. "We do not intend to interfere with the stability of the Asia Pacific region," he said. "We are aware that the situation here is closely related to global problems and depends on the US and the USSR."

Describing Soviet policy in the region as "responsible and sufficient," Mr Rogachev said Moscow wanted stability in the Far East and the opportunity to develop its fledgling economy.

Apart from the US, Soviet military attention in the region is directed towards Japan. Like China, the Soviet Union is both critical of and sensitive to the recent growth in Japanese military spending beyond one per cent of its gross domestic product.



Imagine a people who knew no boundaries

... you never saw the sun, you never felt the warmth. And so they travelled westward, in the direction of our fields and atop our mountains and felt the earth beneath them. They drew strength from the land and made it their own. They looked for the freedom to live on their own terms. They were the pioneers of which we are made.

Consultants man Brussels' fastest-moving gravy train

William Dawkins offers a way through a multi-million dollar maze studded with traps for the unwary

It is really smart thing to be in Brussels these days is an expert; the kind who tells anxious companies what lies in store for them in the EC's campaign to build a free internal market by 1992.

Consultancy is the fastest moving, busiest gravy train in town for those with the skill and connections to navigate through the EC's complex institutions. And it has arrived with great speed. Only 18 months ago, EC-related consultancy was a cosy trade, easy for its limited clientele to understand. Now almost every month an ambitious new firm announces its arrival into what has become a multi-million dollar maze studded with traps for the unwary.

Nobody has measured the new phenomenon exactly. But an informed guess is that the hundreds of lawyers, accountants, management consultants, Commission officials and former journalists loosely grouped in the Brussels-based 1992 advice industry, turned over at least \$150m (£93.7m) last year.

Some of the better-known firms reported a doubling and tripling of fee income over the past 12 months and are now having to turn away business. "At some point the bubble must burst, but for now, there

are a lot more people who need to know than there are people in the know," says one consultant.

Their eager clients come from all sectors and countries, even including the European Commission, which is contracting out an increasing amount of research and analysis. The clients are prepared to spend huge sums to keep up to date in the 1992 game.

Several multinationals with a turnover of Ecu 50m plus - US as well as European - are spending between Ecu 100,000 and Ecu 250,000 on 1992 consultancy this year, while a stage down the scale, businesses with Ecu 1bn turnover are shelling out Ecu 50,000 apiece.

They spend it on services such as the "Snip" - Strategy Ninety-Two Initial Positioning grid - offered by C&L Belmont, one of the largest Brussels-based consultancies; or a \$20,000-\$30,000 "strategic review" provided by one well-known consultancy firm; or on the £10,000 per year reckoned to be the going rate for hiring a sharp pair of ears and eyes to keep a general (part-time) watch on EC affairs.

Consultants agree that some of that money is ill-spent, either by companies who have not properly defined what they

are looking for, or on genuinely inadequate advice. "Some consultants are selling sector studies to companies that don't really need them," claims Stanley Crossick, chairman of C&L Belmont.

Eighteen months ago, EC consultancy was a cosy trade. Now almost every month an ambitious new firm announces its arrival.

It is all too easy for companies and their consultants to be blinded by the sharp increase in the amount of legislation being proposed by the Commission from its 300-point internal market plan. Similarly, recent changes to the EC's constitution under the Single European Act have enormously complicated the procedures by which those new directives are turned into national laws.

Even the most expert consultants struggle to keep track of the Byzantine twists that individual pieces of legislation undergo in their voyage through the EC law-making system.

"You can't really bluff any

more where you might have been able to bluff before," says Mr Paul Adamson, consultant for several US food and pharmaceutical groups. "A lot of these outfits will go to the wall," predicts Nick Phillips, parliamentary consultant for Unice, the EC employers' federation.

So how can first-time 1992 consultancy users avoid the traps? Here is a sketch-map of the business, with tips for newcomers.

● **Conferences.** Hardly a week goes by without some worthy attended 1992 conference taking place in Brussels - and a look at Commissioners' official engagement lists show that the circuit is almost as active in several other capitals as well. It is at events like these that most executives make a first attempt to get their minds round the internal market.

They can be a good way of hearing about the details of the 1992 plan first-hand, but good programmes are getting more difficult to find. Hard-pressed Commission stars like Mr Ferdinand Braun, head of the Brussels executive's internal market directorate, get up to five invitations to various speaking engagements per day.

It is such a problem that the Commission recently ordered senior staff to keep public

appearances to a minimum and has even started to train officials as full-time professional speakers in its Danish and French offices.

● **Lawyers.** Most of the 60 or so international legal firms in Brussels will pass on information about the progress of internal market legislation to existing clients. This is usually a sideline to their main business of conducting anti-dumping or competition suits.

Some, however, have broadened their activities, like the former Belmont legal practice which merged with consultants and accountants Coopers & Lybrand last year to provide a full advisory service, or the legal firm Eurolink which made an association agreement with Ernst & Whinney in 1988.

● **Accountants.** Most of the big international firms lay on conferences and seminars. They also provide basic 1992 information services, feeding data about the latest state of play on individual directives to clients and to their own offices in individual member-states. It is a relatively easy service to provide, and several observers feel there are already too many of them.

Some firms, though not all, are trying with mixed success to set up 1992 units within their existing management

consultancy arms.

"A lot of businessmen are too preoccupied with the detail of 1992 when what they really need to do is examine the whole picture and then look at

1992 THE EUROPEAN MARKET

their own strategies," warns Mr Derek Chapman, executive consultant on Ernst & Whinney's 1992 practice.

Other firms are disconcerted to find that their best customers come from outside Europe. Mr Graham Branton, manager of the accountancy firm KPMG's EC centre admits to being surprised that the first two corporate clients for his strategic review service were US and Japanese.

● **Mainstream management consultants.** While some of the larger firms, like McKinsey, are already well established in Brussels, they are expected to continue to advise clients on

1992 through local offices in different member-states.

● **Public relations firms.** The London-based companies Burson-Marsteller, and Hill and Knowlton have been in Brussels since the early 1980s and tend to specialise in lobbying more than consultancy.

However, one or two non-resident firms have hired individual consultants as agents to pass information that might be useful to domestic clients. One example is Charles Barker, which uses Adamson as its adviser. Curiously, Saatchi and Saatchi have yet to emerge on the scene.

● **Small consultancies.** Outside legal and accountancy firms, this is where the market is growing fastest. Small consultancies embrace several dozen one- or two-man specialists, whose abilities and charges vary enormously. "You can charge anything from £50 an hour as a relative unknown, up to £225 per hour if you went to school with Jacques Delors," says one operator.

● **Trade associations.** Their real job is to lobby on behalf of members, usually national trade federations, so full-time consultants do not rate them highly as competitors. But one or two, like the American Chamber of Commerce, also

provide useful information services.

● **In-house consultants.** A growing number of companies, like IBM, Monsanto and ICI are preferring to send their own men as 1992 watchers. Their main sources of direct political intelligence are the committees of the European Parliament, the most open - perhaps because it is the least powerful - of the EC's institutions. This can be uphill work.

"Sometimes you have to put in more than you get out," confesses Mr Dirk Hudig, resident EC-watcher for ICI, which has had an office in Brussels for this purpose for 15 years. "This function is too important to delegate. It's easy to find out what's going on, but the real problem is how to interpret it."

Of course, only the larger companies can afford the ICI-type approach, which is why the alternatives, independent consultants, are in such demand. The advice for the smaller companies looking for an EC consultant for the first time is not to enter the Brussels jungle alone. "Look at your main existing advisers," recommends C&L Belmont's Mr Crossick. "It doesn't matter who they are, but so long as you are already valued clients, they should not sell you short."

British Steel inquiry is sharp reminder of EC policing powers

By William Dawkins in Brussels

THE UK Government cannot be delighted that British Steel will go public next month with its complaints with European Commission allegations of illicit pricing.

The Brussels authorities named the state-owned steel-maker last Friday as a suspected member of a stainless-steel price and production fixing cartel believed to involve Europe's eight other leading stainless producers.

They have been given six weeks to respond, following which Commission competition experts will take another few months to decide whether their suspicions are justified.

Luckily for British Steel and the others, EC officials confirmed yesterday that it is extremely unlikely that Brussels would use the full extent of its draconian powers to set huge fines, should the occasion arise.

Nobody expects the Commission's conclusions, due early next year, to inflict serious financial damage. Even so, the inquiry is a sharp and - by chance - timely reminder to investors that British Steel inhabits a market where Brussels has tougher policing powers than in other industries.

EC steel rules only allow cartels when the market is in crisis and when the Commission and EC Governments give their consent, none of which was the case when these companies were suspected of colluding. Neither does the inquiry help the image of a

company which has argued hard in the past for a free EC steel market.

In theory, EC coal and steel rules give Brussels the power to fine British Steel 10 per cent of its £4.1bn turnover, or \$400m. It could do so without consulting national officials, as is the case in other industries.

In practice, the Commission might probably go for a token, but still substantial fine, in line with its stance on past infringements of other steel rules.

Of course, the inquiry has a long way to go before Brussels decides whether to set penalties, let alone of what size. However, unofficial indications yesterday were that \$40m - roughly equivalent to 10 per cent of British Steel's own stainless sales - would be the right scale for a contemplated fine for the entire alleged cartel. Even so, that would be well in line with the Ecu58m (£38m) record penalty imposed two years ago on 15 top EC petrochemical producers for fixing the prices of polypropylene.

Brussels became alert to the stainless steel issue when customers complained that prices had started to climb fast early last year, at a time when the rest of the steel industry was still in a recession. Some alleged that producers in other EC countries refused to supply them.

By late last May, the Commission believed it had enough evidence to launch surprise raids simultaneously at the

offices of the EC members of the suspected cartel. Apart from British Steel, they are Thyssen and Erceg of West Germany, Acerinox of Spain, Terni Speciali of Italy, ALZ in Belgium and Uginia of France.

Officials did not have the legal power to raid the non-EC producers being investigated, Outokumpu of Finland and Avesta of Sweden, but those companies could nevertheless be fined.

The demand for explanation that went out to the steel companies last week was the end result of what Commission officials say they found in the documents seized in that raid. They claim to have clear proof of a cartel at work in cold rolled flat products, raw materials for the chemical, brewing, food processing and building industries.

One of the members of the suspected ring, ALZ of Genk, Belgium, subsequently claimed that the companies involved met every few months as the so-called "Sendzimir club", named after a stainless steel production method. ALZ firmly denied the existence of a cartel, but said prices and statistics were discussed.

The Commission timed its raid well. It showed, just ahead of the decision on the official quota system, the seriousness of Brussels' plans to dismantle steel market restrictions. The fact that the next stage of the inquiry should surface with British Steel's flotation is genuinely poor luck.

SHIPPING REPORT

Tanker owners in strong position

TANKER owners have been in a strong position over the past week as oil companies rushed back into the market to take advantage of lower crude prices and increased Saudi Arabian production, Terry Dodsworth reports.

According to Galbraith's, the

London ship broker, demand was heavy in the large ship category, with one major US oil company chartering eight very large and ultra large carriers from Saudi Arabia to various destinations.

Rates ranged from Worldscale 42.5 for a 300,000-ton ves-

sel destined for the US Gulf, up to Worldscale 60 for a 200,000-ton carrier bound for the Red Sea.

Prices were strengthened by a shortage of capacity as some shipowners held back from chartering on the prospect of an even stronger market.

WORLD ECONOMIC INDICATORS				
FOREIGN EXCHANGE RESERVES (US\$m)				
	Aug '88	July '88	June '88	Aug '87
UK	38,312	36,222	37,224	25,386
USA	18,017	14,056	10,783	14,568
W. Germany	53,738	56,080	59,439	56,069
Japan	83,606	82,467	81,304	65,239
Italy	28,307	27,236	24,837	16,311
France	25,321	27,044	26,736	29,615
Belgium	7,542	7,583	7,455	7,483
Netherlands	12,982	13,242	12,990	12,519

Source: IMF

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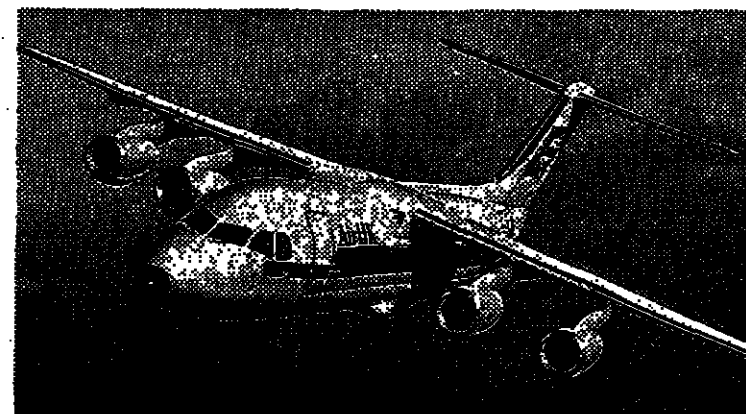
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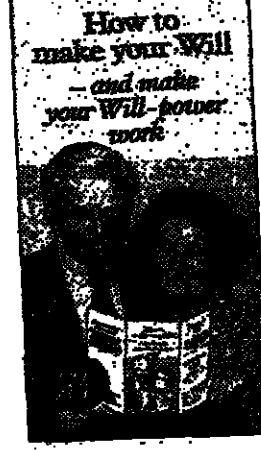
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BBC plans fifth radio network by 1990

By Raymond Snoddy

THE BBC yesterday announced the creation of a new national fifth radio network to carry all forms of educational broadcasting and sport.

Radio 5 will be on the air by 1990 and is part of a reorganisation of BBC radio networks and a move to end simultaneous broadcasting - the broadcasting of the same service on different frequencies.

The new national radio network was announced by Mr David Hatch, managing director of BBC network radio at the Radio Show at Earls Court in London.

It will carry all BBC radio educational programmes - Open University, continuing education, and schools programmes, plus the entire sports output.

The controller of the first new national network for 21 years will be Miss Patricia Ewing, aged 49, at present head of BBC radio sport.

Radio 5 will be broadcast on the current radio 2 medium wave frequency - 683 and 909 kHz or 438 and 586 metres.

The BBC is to get an additional VHS or FM frequency by international agreement from 1990, so Radio 1 and Radio 2 will no longer have to share an FM frequency.

In addition, the Government has asked the BBC to give up two medium-wave frequencies by ending simulcasting to set up new national commercial radio networks. Radio 3 will eventually be broadcast only on an FM frequency.

Cheaper coal benefits may pass to shareholders, not consumers

Two-tier contract planned for power groups

By Max Wilkinson, Resources Editor

THE UK's privatised electricity generating companies will be allowed to keep much of the benefit of cheaper coal and improved efficiency for their shareholders rather than passing it directly to consumers, according to the latest Government thinking.

The plans, which are still the subject of strong argument and uncertainty in the industry, envisage a two-part contract between generating companies and the 12 area distribution companies. The prices which distributors may charge to their customers will be regulated by a formula with four separate components.

The general shape of the contracts and regulations are now being debated alongside the draft Electricity Bill, which is now being circulated for comment in advance of publication towards the end of the year. The more important licences for individual companies will not be ready until well into 1989, however.

All parties are now broadly agreed that the 12 distribution companies will be privatised

with a portfolio of contracts for electricity to be delivered from individual power stations. The plant will be operated by the two generating companies, Big G which will own 70 per cent of the plant including all the nuclear capacity, and Little G which will be given the rest.

The electricity will be transported by a separate national grid company, which will be owned jointly by the distribution boards, but operationally independent. Each power contract is expected to be split into two parts, a "capacity charge" reflecting capital costs, and an "energy charge" covering fuel and other costs.

The capacity charge will provide profits large enough to give the generators an incentive to build new plant. One of the main difficulties for the Government has been to reconcile this network of two-tiered contracts with the need for a central control system which will always keep the most efficient plant running at the expense of the less efficient.

When it announced plans for privatising the industry in Feb-

ruary, the Government said the present centralised "merit order" system for running power plant would continue, but it did not explain how this would be reconciled with private power contracts.

It now appears that the distribution companies will hand their contracts to the grid company which will use them as a basis for running the merit order. The different "energy charges" will show which would be the cheapest power stations to run at any time.

These energy charges will be based on the real costs of running each power plant at the time of privatisation but will vary as a result of links to the exchange rate and an index of fuel prices.

It is expected that the actual costs of running a power station may soon move out of line with the contracted energy charge as generators seek efficiency measures or find cheaper cargoes of coal. When this happens, the generating companies will be able to offer a spot-related price to the grid company in the hope that they

can keep on running power stations which might otherwise be shut down in periods of weak demand.

Although officials concede that the system will be complicated, and will require a fast computer to reconcile payments - the policy question is simple - which side benefits from cheaper coal?

The benefit could be retained by the grid company which would share it out between distributors, or it could be kept by generators. The consensus among officials is that unless the generating companies are allowed to keep the immediate benefit, they will have no incentive to play the efficiency game. They will, therefore, be paid the full contract price, even if their costs fall.

However, it is thought that in the longer term, distribution companies will be able to capture some of the benefits when they renegotiate their contracts. For this reason, the Government is unlikely to sanction contracts much longer than five to 10 years, when the industry is privatised, even

though some City of London advisers would prefer a more stable regime. The question of how much of the efficiency gains can be reflected in consumer prices will depend on the effectiveness of the Regulator for the industry and the terms of the pricing formula.

Annual price rises are likely to be limited to Retail Price Index (RPI-X+Y±E, where RPI represents the inflation index, X is an arbitrary efficiency factor of perhaps 1 or 2 percentage points, similar to that used for regulating British Telecom and British Gas. The terms Y and E will allow changes in fuel and capital costs to be reflected in prices but may for presentational reasons be combined as one factor.

However, it seems that the industry has lost its argument for complete pass-through of increased capital and fuel costs. The Government is likely to say that only a proportion - perhaps 80 per cent - may be passed on to consumers, with the remaining risk borne by shareholders.

Training scheme suffers heavy drop out after only a month

By John Gapper, Labour Staff

THE GOVERNMENT'S £150m Employment Training scheme has run into problems in its first month, with up to half the trainees in some districts dropping out early on, and training managers falling behind schedule in filling their places.

The scheme, which offers training to the long-term adult unemployed, is regarded by the Government as vital not only in helping the long-term unemployed back into work and so reducing their numbers, but in bridging the gap in the availability of labour likely to arise from the expected decline in the number of young people in the labour market in the early 1990s.

The Trades Union Congress voted last month to boycott the scheme and a boycott motion was also passed at the Labour Party conference last week. The problems of the scheme's

managers - local organisations carrying out the training of the long-term unemployed - have been compounded by a backlog of trainees waiting for referral.

Training managers in parts of London are said to be having particular difficulty filling their places, and some have started recruiting the unemployed directly rather than waiting for them to be referred by training agents.

Training Agency figures show that, in the County of Avon, of the 123 adult unemployed who joined ET in September, 49 have already dropped out, and only 27 have reached the stage of training with the county's 22 managers.

The Government has not disclosed details of the drop-out rates for the scheme, which was launched on September 5. It has said only that 64,000 people were referred to training agents - the first stage in the ET chain - in September.

It says that action plans - assessments made by agents before trainees are referred to managers - have been completed for 25,000 people. ET is intended to cater for about 600,000 unemployed people each year, each staying an average of six months.

A shortage of trainees being referred to and staying with managers would lead to widespread financial difficulties for managers, many of whom have to keep their schemes 90 per cent full to receive enough funding to remain viable.

The Department of Employment's Training Agency - formerly the Training Commission - can subsidise training managers whose rate of occupancy on schemes falls below 80 per cent in the first year.

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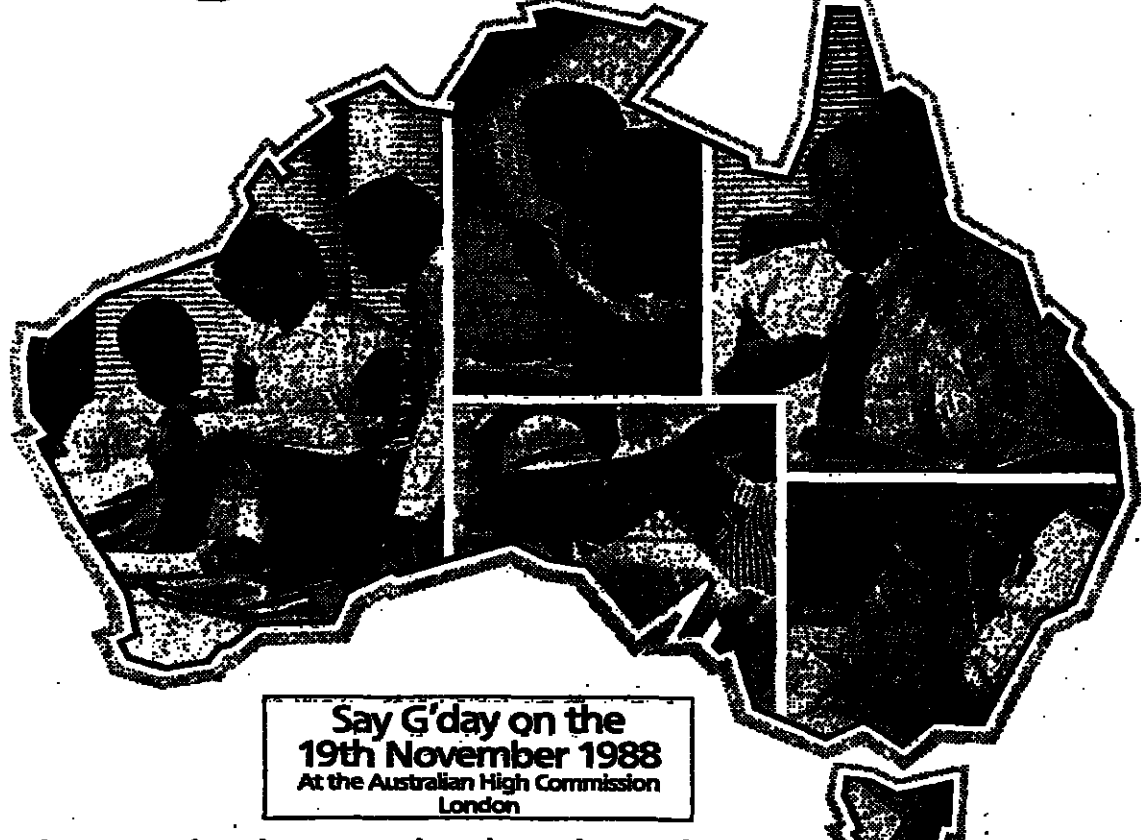
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British Coal faces reduced chances of breaking even

By Maurice Samuelsen

BRITISH COAL'S chances of breaking even in the current financial year are under increasing strain because of falling oil prices and the risk that more collieries may have to close over the next eight months.

As a result of depressed oil prices, the electricity industry, British Coal's main customer, is seeking a cut in its coal bill of well over £100m a year.

That is additional to the annual reduction of £300m won two years ago by the Central Electricity Generating Board after the collapse in oil prices.

Despite confident predictions by Sir Robert Haslam, British Coal's chairman, a concession could seriously affect prospects of breaking even in this financial year.

The corporation's balance sheet would be affected even more if it decided to cut any big collieries before the middle of next year.

Of the "handful" of collieries which Sir Robert says are possible, one might be at Eilsom Glen, in Scotland, which employs about 1,000 men.

The workforce there was recently given a few weeks to increase output substantially if the pit was not to be placed on

the danger list. The result has not yet been announced.

The cost of such a closure, involving heavy redundancy payments, would affect the corporation's balance sheet for the financial year ending March 31, 1989, even if the closure decision were not announced until next June.

Plans for the future of Scotland's three surviving deep mines were announced last week by the announcement from the South of Scotland Electricity Board that it might buy electricity from the Peterhead power station. The North of Scotland Hydro-Electric Board, which owns the Peterhead station, wants to convert to surplus gas from the North Sea's Auker Field.

The CEBG and British Coal are discussing coal prices for the last year before the CEBG is broken up before its privatisation in the early 1990s. The talks would normally cover deliveries for the 12 months from November 1, 1988. However, with the two successor generating companies due to replace the CEBG on January 1, 1990, the deal is expected to last for an additional two months until the end of next year.

Under a CEBG-British Coal national joint understanding, prices for some of the coal delivered to power stations are adjusted to reflect price movements in heavy fuel oil. In the past year, fuel oil prices have dropped from about \$90 (\$47 a tonne) to the present \$50 a tonne.

The corporation, which sells nearly 9m tonnes of coal a year to industry, is also worried about the price of 10m-11m tonnes of imported coal.

Most of the imported coal offered to industry comes from Australia, the US and Colombia. South African coal is believed to account for only about 3.5 per cent of total imports.

The corporation frequently boasts that since the 1986 collapse in world energy prices, it has been able to "sterling" its strength against the US dollar, only one large industrial customer has been lost to imports.

However, with factories being offered coal for about £30 a tonne, compared with British Coal's average production price of more than £45 a tonne, the corporation has had to pay dearly to maintain its market share.

Baker seeks inquiry into teaching of Russian

By David Thomas in Leningrad

THE GOVERNMENT plans to improve the teaching of Russian in British universities after a week-long tour of Soviet educational and scientific institutions by Mr Kenneth Baker, Education Secretary.

He has asked the University Grants Committee, responsible for channelling government grants to the universities, to carry out "a short, sharp inquiry" into university courses in Russian.

The inquiry may result in the rationalisation of Russian departments, since Mr Baker believes the subject is spread over too many institutions, with perhaps two or three doing it well.

He told the heads of Leningrad university institutions, which already take British students on exchange visits, that he was planning an increase in the study of Russian at British universities.

"I expect to come out of this review with a large number of British students studying Russian," Mr Baker told Mr Vladimir Mikshin, pro-rector of Leningrad's Herzen teacher-training institute.

Referring to Western interest in the Soviet Union since Gorbachev's reforms, Mr Baker said: "There are many undergraduates who want to do something Russian."

The British delegation appears more cautious about the prospects of British companies entering into collaboration with Soviet research institutes. A plea by Soviet scientists for more participation of this kind was one of the most unexpected developments during Mr Baker's tour.

Officials at the Department of Trade and Industry and the British Embassy in Moscow will try to ensure that the information gleaned about Soviet scientific interests is widely circulated to British companies.

However, British diplomats believe there are still considerable obstacles to UK companies doing business in the Soviet Union, including hard currency difficulties and the state of flux in many Soviet enterprises and universities.

One of the Soviet programme of restructuring for perestroika.

Mr Baker may ask for a review of language teaching in British schools, since he was considerably impressed by the teaching of English in Soviet schools, which is largely based on rote-learning methods.

However, he has come away with few other lessons for British education. Although he is considering how to improve the assessment of British teachers, he seems unlikely to copy the Soviet system whereby teachers are tested every five years and then sent for retraining to remedy any deficiencies.

Rothschild's welcome in the valleys

Anthony Moreton on the mutual benefits of a move into Wales

THIS morning, amid the ornate splendour of the banquet hall of Cardiff's Norman castle, Mr Evelyn de Rothschild will welcome the cream of Welsh business to the official opening of the bank's Cardiff office.

Mr Peter Walker, Welsh Secretary, will lead the way, with Mr Wynford Evans, chairman of the South Wales Electricity Board, and Major Howard Jackson, a member of the board of the Welsh Water Authority. The privatisation of both bodies is being handled by the bank.

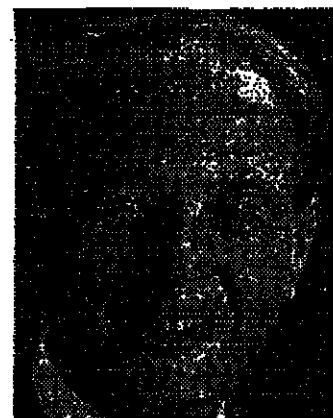
They will rub shoulders with Mr Geoffrey Inkin and Dr Gwyn Jones, respectively chairman of the Cardiff Bay Development Corporation and the Welsh Development Agency.

The occasion will be as important for Rothschild as for Cardiff. The bank has concentrated its activities traditionally in the heart of the City of London.

Countless invitations to open elsewhere in Britain have been turned down by the bank. The only other branch, in Manchester, has historic links. That was where Uncle Nathan, the founder of Rothschild's, did much of his business two centuries ago.

There is no such sentimental attachment to Cardiff. Rothschild is in Cardiff because it sees the Welsh capital as a growing financial centre with a bright future. Cardiff is not part of a move to set up a network of offices.

Mr Michael Richardson, managing director of N M Rothschild, who will be chairman of the Welsh



Michael Richardson will head the Welsh operation



Glynné Clay, managing director of Cardiff office

financial institution will transfer part of its operations to the area. It will complement the Rothschild move.

The Rothschild office in Cardiff will place the Welsh capital firmly in the bank's jigsaw of international operations.

Mr Richardson says: "This network will be available to introduce companies all over the world to south Wales. We believe we could be the catalyst that brings people to Wales and leads to their investing in the country."

If there is an international dimension to Mr Richardson's thinking there is also a domestic one. He sees a great transformation in the Welsh economy with the large fall in numbers employed in coal and steel.

"In a way, this change has helped liberate the Welsh economy. People no longer look to a small number of big employers to provide jobs. They are more willing to set up on their own and develop their own businesses."

It was once thought there were few entrepreneurs in Wales. Whatever the truth of that in the past it is no longer true. There are a lot of rapidly growing companies in the country and we want to be in Cardiff to service them. The Cardiff office will be our eyes and ears on Wales."

Mr Richardson is convinced Rothschild will not be the only top merchant bank operating in South Wales for long. "We shall be followed by others before long. That is certain."

That should give him and Mr Walker something to talk about today on the Sam from Paddington to Cardiff.

CEGB is asked to compare costs

By David Green

THE CENTRAL Electricity Generating Board is reconsidering its refusal to compare publicly the cost of coal-fired generation with proposals for Britain's second pressurised water reactor (PWR) nuclear power station at Hinkley Point, Somerset.

Mr Michael Barnes QC, the inspector conducting a public inquiry into plans for the Hinkley Point C plant, has made it clear he will accept evidence on coal/nuclear price comparisons from objectors, despite the board's long-stated refusal to provide its own figures.

At the end of the first week of the inquiry, he formally asked the CEGB to reconsider its decision and to provide figures without prejudice to its contention that coal/nuclear price comparisons were irrelevant.

The CEGB is expected to reply this week. It has claimed so far that to provide cost com-

parisons would be to challenge government policy.

That is because the white paper setting out privatisation proposals for the electricity supply industry stipulates that the proportion of energy from non-fossil fuel sources should not fall below the present level.

However, a group of CEGB economists has been preparing coal/nuclear comparisons in the event that their submission to the inquiry becomes inevitable.

During the first week of the hearing Mr Barnes questioned the board closely on the reasons for its refusal. He pointed out that fuel diversity was one of the arguments put forward at the Sizewell B inquiry, when price comparisons were submitted by the board.

Objecting groups also asked why the claimed economic superiority of the PWR against coal-fired generation highlighted in the case of

Sizewell B - had been omitted from the CEGB's arguments in support of Hinkley Point C.

Mr Derek Davis, a senior full-time member on the board of the CEGB, said that although fuel diversity had been among the arguments central to the case for Sizewell B, it had since been given greater importance, both in the CEGB's own thinking and in stated government policy.

He said that with higher priority being given to diversity of fuel sources, this was the central plank of the CEGB's argument for Hinkley Point C and would remain so, whether or not the industry was privatised.

The need to diversify and to comply with government policy on the level of non-fossil fuel sources made a comparison between coal and nuclear costs irrelevant, he said.

The inquiry will resume tomorrow.

BT will be told to compensate customers

By Hugo Dixon

PROFESSOR Bryan Carsberg, director-general of the Office of Telecommunications (OfTel), the telecommunications regulatory body, has decided that British Telecom should compensate customers financially if it is late in installing or repairing private telephone lines.

The decision is due to be announced later this year, when Prof Carsberg unveils a regulatory regime for private lines. Before a compensation

scheme can be implemented, however, BT will have to agree to it. If it refuses, Prof Carsberg is likely to refer the matter to the Monopolies and Mergers Commission for arbitration.

Private lines are used by businesses to link up their sites at a total cost of about £10m a year. BT's service has come in for criticism in recent years because of alleged large price rises and poor quality of service.

Mercury Communications, BT's network rival, introduced a compensation scheme for its own private line service last month. BT's own compensation scheme covers only normal public lines and does not come into effect until April.

Prof Carsberg has decided on the principle that the BT scheme should be extended to private lines and that its prices should be capped. OfTel said last week. The details of how this is to be done have yet to

be determined.

Mr Brian Reynolds, of the Telecommunications Managers Association, which represents business phone users, said that a steep rise in the cost of private lines over the last five years had made it difficult for businesses to forecast expenditure. BT should not be allowed to increase prices by more than the rate of inflation, he said.

BT refused to comment on how it thought private circuits should be regulated.

Birmingham Airport to build transfer terminal

By Richard Tomkins, Midlands Correspondent

BRIMMINGHAM International Airport is planning a terminal building which it says will be the first in Britain to be designed specifically for transfer passengers.

The £50m terminal is intended to serve Birmingham's developing role as a transfer airport for business travellers between other provincial cities and the Continent, and will relieve pressure on the existing building.

Birmingham handled 2.7m passengers in the year to March compared with 2.3m the year before. Just more than half were on holiday charter flights, but scheduled passenger traffic is growing faster.

The buoyancy of the West Midlands economy and the success of the National Exhibition Centre have boosted business travel. Another factor has been British Airways' policy of bearing its regional "hub-and-spoke" operations on Birmingham.

Birmingham says that the new terminal is not aimed at separating holidaymakers from business travellers, but it seems likely that this will be the result.

British Airways is collaborating with Birmingham Airport on the project and will co-finance it, probably with other parties. Completion is scheduled for 1991.

Companies are urged to complain

By Charles Batchelor

SMALL BUSINESSES which are dissatisfied with the advice they receive under the Government's Enterprise Initiative have been urged to complain by Lord Young, Trade and Industry Secretary.

The initiative, which provides subsidised management consultancy help for smaller companies, is being monitored by the Government, Lord Young told a meeting of the Confederation of British Industry's smaller firms council.

The number of consultancy contracts involved - 1,000 a month - means this is being done on a sample basis.

Small companies which had made use of the scheme were generally favourable in their judgment, but some were critical of the variable quality of the consultants it employed, the council said.

Smaller company members of the CBI complained that the schemes were only as good as the consultants operating them, Mr Harry Kieeman, the council's chairman, said.

The companies are expected to complain to the scheme's "contracting" organisations such as the Design Council, the Institute of Marketing or Investors in Industry (II), the venture capital group, which administer parts of the initiative for the Government.

The initiative has £250m to spend on consultancy over the next three years in fields such as marketing, design, production management and business planning. Some consultants have expressed concern that the tight limits on fees imposed by the Government will mean that small companies do not receive advice of good quality.

The smaller firms council also called for Britain to become a full member of the European Monetary System.

"Currency fluctuations can represent a real obstacle to smaller firms anxious to take full advantage of the opportunities offered by the single market," Mr Kieeman said.

© Salesouth, a Milton Keynes-based supplier of vehicle components, parts and services, was one of the first companies to benefit from the Enterprise Initiative. It was announced over the weekend.

Salesouth was advised on the use of computers in management planning by the local office of accountants Peat Marwick McLintock.

Engineering shortage to be investigated

By Richard Tomkins, Midlands Correspondent

THE ENGINEERING industry is to join the Government in an investigation into a shortage of youngsters applying for and completing university courses in engineering.

According to the Engineering Employers' Federation, applications for university courses in general engineering fell by 28 per cent this year. Civil and electronic engineering courses showed falls of 10 per cent.

The fall in the number of applicants coincided with an increase in the number of places available and the introduction of new courses, such as those in manufacturing systems engineering.

The industry is also concerned that the drop-out rate from some university engineering courses is running at 30 per cent or more - twice the average level for all university courses, the federation says.

Both phenomena are to be investigated over the next six months in surveys to be funded jointly by the federation, the Engineering Industry Training Board and the Department of Education and Science.

One survey will look at the factors that influence young people studying for maths and physics A-levels in deciding whether to study engineering. A parallel survey will ask why students drop out of engineering courses and where they go instead.

Mr Nigel Chubb, director of the Engineering Employers' East Midlands Association, said more effort should be made by companies and his organisation to ensure that career opportunities in engineering are presented as being attractive to professional people.

Flights from US 'would help north-west economy'

By Michael Donne, Aerospace Correspondent

THE NORTH-WEST would gain additional income of more than £40m a year and an extra 3,500 jobs if three US airlines were allowed to fly direct services between Manchester airport and New York and Boston.

That is the conclusion of a private study by the Business Services Department of Salford University, commissioned earlier this year by Manchester Airport.

The study argues that the additional income would stem from additional spending in the region by business and tourist visitors, and not only from such items as landing fees, charges for baggage and

freight handling, office rental and commercial income from passengers.

The airlines involved are American Airlines, which already flies between Manchester and Chicago but now also wants to add a service to New York; Pan American, which also wants to fly to New York; and Northwest Airlines, which wants a Manchester-Boston route.

Negotiations on these bids have now reached a critical stage, with the British Government in return asking for "forward rights" into the US from New York for both British Airways and Virgin Atlantic Airways.

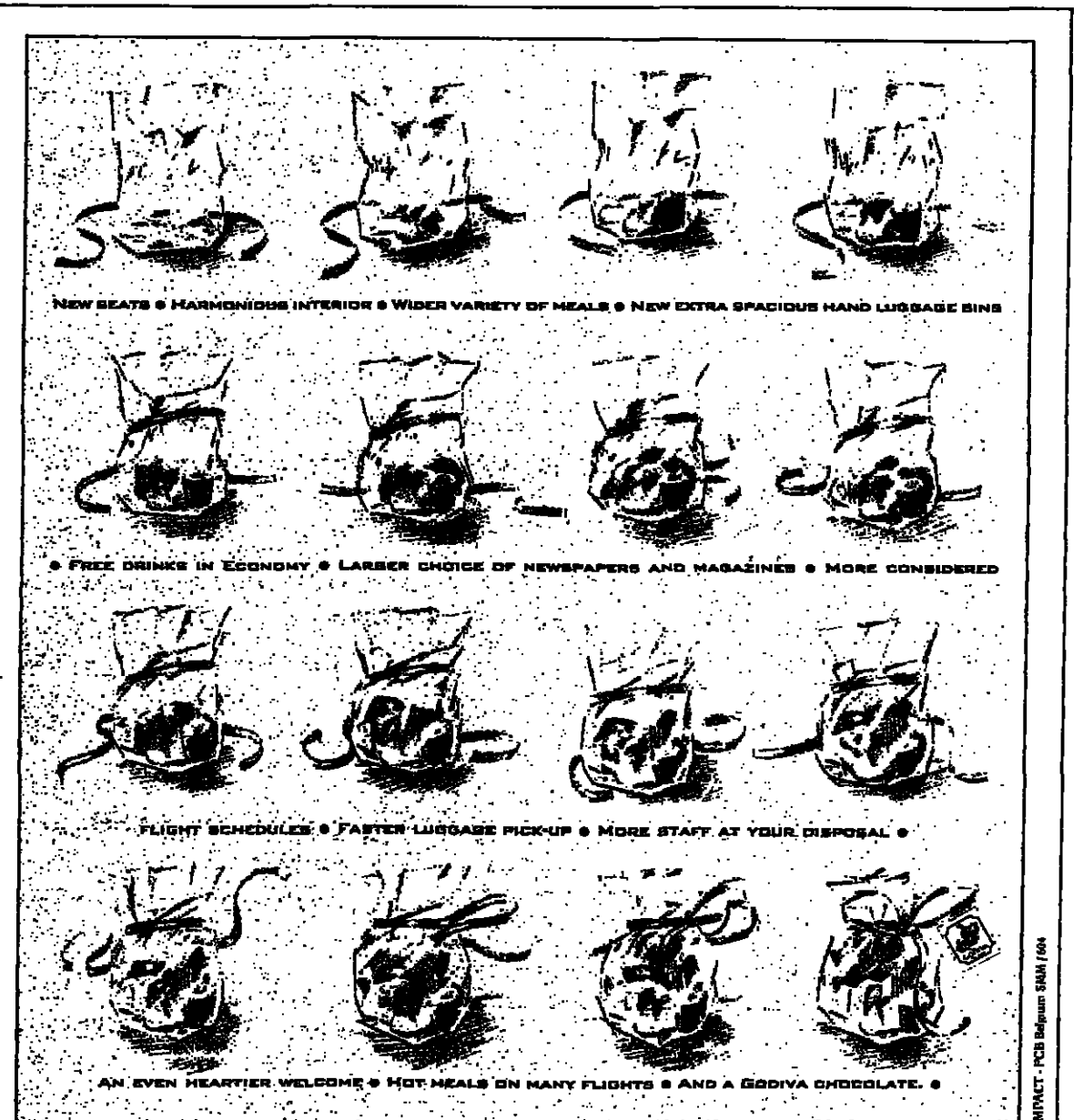
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UK NEWS

Lawson sees benefits in full membership of EMS

By Simon Holberton, Economics Staff

MR NIGEL LAWSON, the Chancellor, yesterday broke his long silence on full British participation in the European Monetary System (EMS) and said the Government's fight against inflation could have been helped by UK membership.

Mrs Thatcher is opposed to Britain joining the EMS fully and has said Britain would become a full member only when the time was right.

Mr Lawson's remarks went beyond this "time-is-right" formula used by ministers when talking about Britain and the EMS.



Nigel Lawson: reopening EMS membership debate

The second advantage was that financial markets would have known that there would not be a "substantial hike in sterling" because currency movements in the EMS were small and relatively rare.

Conservatives urged to tackle 'middle class dependency'

By Peter Riddell, Political Editor

THE GOVERNMENT should tackle the "middle class dependency culture" of mortgage tax relief and other subsidies, the Bow Group, an independent Conservative research body, urges on the eve of the party conference in Brighton.

An editorial in the group's magazine Crossbow argues that the dependency problem has been viewed in "a worryingly blinkered way."

"The images conjured up are those of the unmarried teenage mother in a council flat, the long-term unemployed industrial worker and his family."

"A full account should include the middle class family drawing no welfare benefits or dole, but mortgaged up to their eyeballs. The average middle class, property-owning paragon would find his family budget

badly unbalanced by the withdrawal of current government largesse.

"Try suggesting to a Conservative constituency gathering that mortgage interest relief be scrapped. Or that capital gains tax exemptions should not extend to housing. Or that child benefit be means-tested. Or that British Rail's Network SouthEast should not be subsidised."

"But go armour-plated, or do not expect to survive." The editorial argues that such dependency has reached "grotesque proportions."

It adds that dependency is a significant cause of economic problems and a contributory cause of many social ills.

"We must work systematically to reduce it to the lowest possible levels," the editorial

Government faces Lords challenge on housing

By Peter Riddell, Political Editor

THE GOVERNMENT faces a challenge in the House of Lords this week to its plans to allow the transfer of council housing estates to the control of private owners or housing associations.

The Lords returns from its summer recess today at the start of a five-week oversight session to complete work on the heavy legislative programme launched in the Queen's Speech in June 1987.

Among bills still to be completed their parliamentary passage are those dealing with housing, health and medicines and European Community finance.

Housing measures have always been difficult for the Government in the House of Lords and amendments that give council tenants a right to vote against their homes being included in a Housing Action Trust have already been included in the bill.

This week the Lords will debate a widely-backed Opposition amendment imposing a hurdle before housing estates can be transferred away from town hall control.

It would require 51 per cent of tenants to give their approval before a transfer, rather than the bill's current proposal that those not voting should be counted as in favour.

On the health and medicines bill the Government will seek to reverse in the Commons the substance of Lords amendments in July which rejected charges for initial dental and eye tests.

Ministers are also braced for a lengthy battle with 20 Conservative MPs, as well as the opposition, over the bill to increase the resources made available to the EC.

As much as half of all legislation affecting Britain will be handled in Brussels in the 1990s, said Lord Young, Trade and Industry Secretary.

"We have accepted and recognised over the last 20 years our future lies in Europe not with the Commonwealth, not in other parts of the world," Lord Young said on the BBC programme On The Record.

Icy calm before a market storm

Richard Waters assesses the threat to the Seaq quotation system

LONDON'S International Stock Exchange was maintaining an icy calm at the end of last week. That is no small feat, given the magnitude of the threat it faces: the possible disintegration of its cherished quotations system, and along with it the transparency and certainty enjoyed by users of its markets.

The threat was precipitated by Friday's decision of Barclays de Zoete Wedd, the investment banking arm of Barclays, to reduce the size of deals it is prepared to transact at prices quoted on the exchange's Seaq trading system.

Rather than committing itself to transactions running into hundreds of thousands of shares, it now buys and sells parcels of only 5,000 shares at quoted prices.

Phillips & Drew took a similar step six weeks ago. The decision of BZW to follow suit, after initial scepticism, indicates a significant decision by a prominent market-maker, and greatly increases the likelihood that others will follow.

Warburg Securities, another prominent firm, said last week that it will be discussing the implications of BZW's move with its own clients over the next few days, but declined to say whether it favoured following BZW's lead.

As much as half of all legislation affecting Britain will be handled in Brussels in the 1990s, said Lord Young, Trade and Industry Secretary.

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discover at what price they are prepared to buy or sell any but the smallest number of shares - leaving Seaq in tatters.

"It undermines the concept of a central market," said the chief executive of one leading securities firm. "There is a loss of certainty and a loss of liquidity. People can easily find themselves dealing at the wrong price. It's bad news for the UK equities market."

There is a second, less apocalyptic version of events. This holds that investors will

actually benefit - and that the development will hasten the shake-out among market-makers that has become likely since the stock market crash last year and the subsequent slashing of business transacted in the market.

The reasoning is as follows. The prices that P&D, BZW and perhaps others quote on Seaq, although only for small deals, will hold good for larger deals from genuine clients. For genuine clients read investors, or agency brokers looking to transact deals on behalf of investors. Whether such customers understand the new rules of the game is another matter, and something that

will be the subject of many reassuring telephone calls to investors this week.

However, rival market-makers will get short shrift. They will be quoted unattractive prices to discourage their business. That is because firms like BZW are no longer happy with effectively running positions on behalf of other firms.

A truly open system allows market-makers to close down their positions each day by simply loading them onto their larger competitors. Firms like BZW believe that they can do supporting more than their fair share of the market, and that is costly in terms of the capital they have to commit to their dealing businesses.

BZW also last week cut the spread between the prices at which it buys and sells shares, further reinforcing the view that it has its sights set on a fierce price war.

Firms not directly in the firing line but threatened from the fallout of these changes claim to be able to live with the war now expected. James Capel, a leading agency broker, said that it would continue to be in a position to deal with market-makers at the best prices - a claim reinforced by BZW's chief market-maker, Mr Peter Holloway, who said that he was eager to continue transacting business with "anyone who adds value and genuinely brings new business to the market."

Interdealer Brokers (IDBs), the specialists who arrange deals between rival market-makers, also claimed to be immune. Mr David Hagan, managing director of Tullet &

Tokyo, said that his firm would continue to prosper since the current trading system relies on such middlemen.

However, a drop in the volume of business between dealers must inevitably hit commissions at IDBs. Mr Hagan and his counterparts at other firms will have to console themselves with the thought that intra-market business in the past has been greatly out of proportion to the amount of business done with genuine end investors.

Investors, for their part, should feel relatively calm about these developments. They will have to read between the lines on Seaq: sceptics claim that Seaq prices and volumes have always shown the message a dealer wants to project to the market rather than terms on which he is genuinely prepared to trade.

The big question for investors is what happens when the expected shake-out of market-makers is over? A small group of dominant firms may have the market share that enables them to renege the sort of comfortable margins that are being so painfully squeezed. Spreads would then increase again.

The Stock Exchange, meanwhile, no doubt looks forward to some sort of market stability and must content itself with the thought that most customers are likely to be getting a good deal in the meantime.

Do not be surprised if the exchange flashes out all trading screens the legend: "Normal service will be resumed shortly."

Editorial comment, Page 20

Cost of living 'has risen 7%'

By Ralph Atkins, Economics Staff

THE AVERAGE UK family would have needed an income rise of 7 per cent in the past year to maintain a constant standard of living, according to a survey released today.

The cost of goods and services rose by 5.4 per cent in the 12 months to July, the report shows. House prices increased by almost 35 per cent.

The survey compiled by The Reward Group, the pay and cost of living advice company, is based on research carried out in July.

This was before recent rises in mortgage rates increased the cost of mortgages, "specimens and in turn the cost of maintaining a constant standard of living."

The report shows big variations between regions. In the south-west, a 14.4 per cent increase in income was needed

by an average family to keep a constant standard of living.

In the south-east, a rise of 11.0 per cent was needed. But in Scotland, incomes could have remained unchanged.

Looking at shop prices, the survey shows that the cheapest place to live followed by Rotherham and Doncaster. The three most expensive were Belfast, Kirkwall and Lerwick in Scotland.

If house prices are included, the most expensive place to live is Greater London and the cheapest is Larne in Northern Ireland. However, this gives a slightly misleading impression, because it assumes the family bought a house at the time of the survey.

The report also shows a "quality of life index," comparing average income in a region with cost of living. Top of the

list is the north of England. At the bottom is Greater London. There the cost of living is 36.1 per cent above the national average, while middle managers' pay is 11.9 per cent above the national average.

The report's survey of house prices shows that the price of a three-bedroom semi-detached house rose fastest in East Anglia, rising at an annual rate of 63 per cent - or 572 a day.

In London, houses of the same type were rising at an annual rate of 36 per cent - or 291 a day. In Northern Ireland, the annual rate of growth was only 3 per cent.

Cost of Living: Regional Comparisons, September 1988. The Reward Group, Diamond Way, Stone Business Park, Stone, Staffordshire ST15 0SD. 266p. annual subscription (two copies), £100.

Leading TV figure takes BSB post

By Raymond Snoddy

BRITISH Satellite Broadcasting has attracted one of the most respected figures in the UK broadcasting industry. Mr John Gan, to be the director of programming and deputy chief executive.

Mr Gan, a leading independent producer, is chairman of the Royal Television Society, a non-executive director of Channel 4 and former chairman of the Independent Programme Producers' Association, which represents more than 100 independent production companies.

The appointment leads weight in the industry. BSB, which plans to launch three new channels of national television next autumn, that it aims to be the "third force" in British broadcasting.

Mr Gan is a former head of current affairs at BBC television, was editor of the early evening news and current affairs programme, Nationwide, and conceived both Newsnight and Question Time.

He said: "Satellite broadcasting is going to be part of the British home, just like the video recorder is now. It's going to be part of our leisure activities. The question is making it work."

Other management changes have also been made by BSB, the main shareholders of which include Granada, Pearson (publishers of the Financial Times), the Bond Corporation of Australia, and Reed International. Mr Graham Grist, managing director for finance and operations, will also be a deputy chief executive and Mr Gunnar Rughel, at present in charge of Galaxy, BSB's entertainment channel, becomes director of corporate development.

Mr Bob Hunter, managing director of Now, the news and sports channel, will also run Galaxy, helped with programme acquisition by Mr Andy Elwell, managing director of The Movie Channel, BSB's subscription film service.

BSB has to raise at least a further £400m next year to add to the £222.5m already committed. The direct broadcasting service will face fierce competition from Astra, a 16-channel satellite due to be launched in December. Astra could be broadcasting up to 14 English language television channels, including four from Mr Rupert Murdoch's Sky Television.

Interest rates 'should be cut next year'

By Simon Holberton, Economics Staff

THE RISE in interest rates to 12 per cent will bring monetary growth under control and suppress the growth in consumers' spending, according to the Liverpool research group in macroeconomics.

In its latest quarterly forecast of the British economy the group warns, however, of a risk of "over-kill" if interest rates are not cut early next year.

Professor Patrick Minford, head of the research group, says in a preliminary report that the growth of M0, the Treasury's targeted monetary variable, comes back on course to 1 to 5 per cent growth from the current level of 8 per cent. Interest rates will need to fall

to avert squeezing the economy too harshly.

They should revert to a more normal 9 per cent level next year and fall slightly further thereafter, he says.

The forecast sees the economy growing by more than 3 per cent a year over the next three years, with unemployment and the trade deficit falling.

The Liverpool group's inflation forecast has been revised upwards but he says that inflation should fall next year to about 4 per cent and to less than 3 per cent in 1990.

Dun & Bradstreet, the business information company, says its latest business survey indicates that higher interest rates are having an effect on

industry but not on consumer demand.

The D&B survey, of 1,000 unquoted companies, shows some moderation in business confidence from the early part of this year although it stands above the levels prevailing at the same time last year.

It says the 4 1/2 percentage point rise in interest rates has resulted in "slow down in industrial growth with optimism for sales, profits, new orders and inventories all down on the previous quarter."

D&B says retail sector optimism indicates that "the recent rise in base rates have not yet stemmed the consumer boom."

Economic notebook, Page 35

Impact of family debts to be studied

By Alan Pike, Social Affairs Correspondent

BRITAIN'S increase in personal credit and the difficulties of debt which it may be provoking are to be the subject of a two-year research study.

The investigation, by the Policy Studies Institute, is intended to fill a substantial gap in existing research about the effects of credit on individual families.

It will be based on interviews with 2,000 families, including several hundred in serious debt.

The survey is believed to be the first of its type to be funded by a combination of private-sector public and charitable organisations which all share an interest in the difficulties of credit and debt.

The many financial and retail organisations and public bodies among the sponsors include the Bank of England, National Westminster and Lloyds banks; Halifax, Woolwich, Abbey National, Nationwide Anglia and Bradford & Bingley building societies; Dunlop Club International, United Dominions Trust, House of Fraser, the Office of Fair Trading, the National Consumer

Council and the Department of Social Security.

Included in the objectives of the study will be attempts to:

- Analyse the effects of credit on both high and low income households and on members of families at different stages in their lives;
- Study the consequences of repayment difficulties and the impact of debt on different groups;
- Examine the procedures used by creditors to recover debts; the role of the courts, advice services and other agencies.

need to be harmonised.

But, he said, "There are times when the crude arguments of realpolitik overwhelm sentiment; times when the sacred cows have to be taken to the knacker's yard."

One way forward might be for the Law Commissions of both England and Scotland to meet to study the main fields of mercantile law to see if "we can bury our unnecessary differences by 1992."

He said he did not "positively advocate" seeking harmonisation of the two countries' commercial law. "I don't underestimate the difficulties. I don't pretend that the English

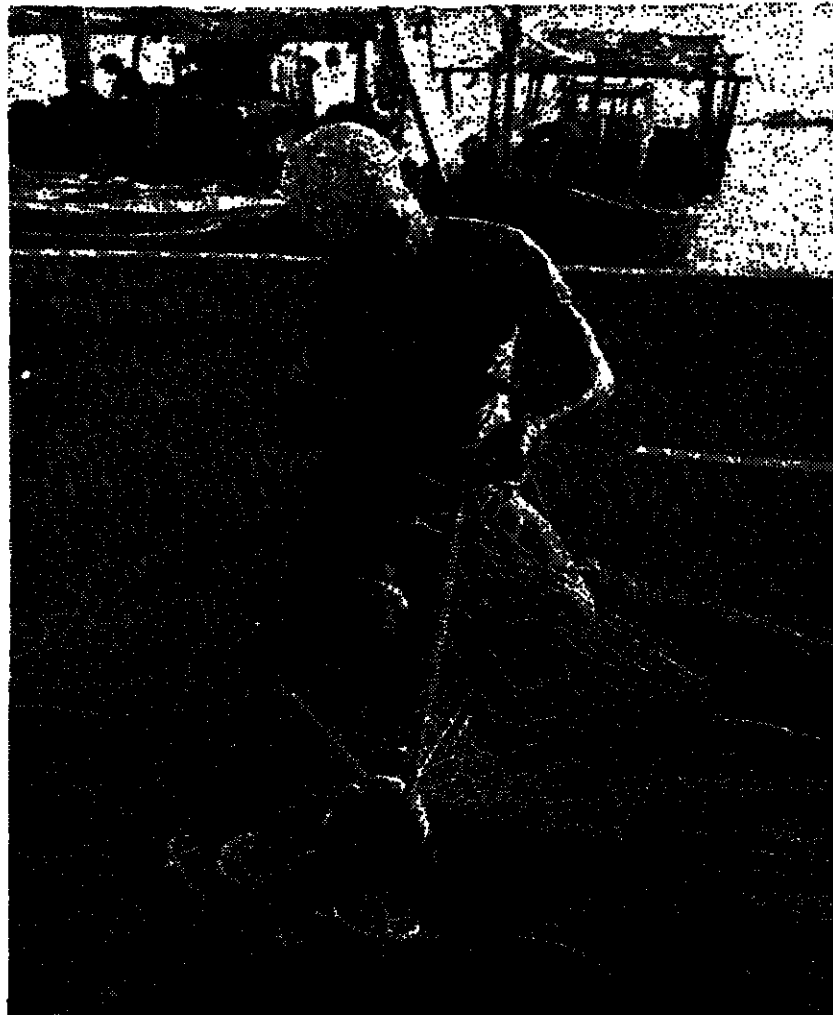
would be prepared to take much of our law on board. We would lose some distinctively Scottish mercantile law. But it must be worth thinking about."

He believed the increasing power of the EC's central core - an area bounded by London, Frankfurt, Milan and Paris - strengthened the case for questioning the need for legal policies that only Scots lawyers profess to understand.

He said that already more than 30 English barristers were operating in Brussels, as well as many solicitors, while Scots had made hardly any inroads into this field.

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MANAGEMENT

Logistics

How Apple re-vamped its supply to meet demand

Michael Skapinker on the computer company's European spare parts strategy

Apple Computer International had a problem. "We never had the right part in the right place at the right time," says Alain Bordes, the company's service logistics manager in Europe.

"Never" is an exaggeration, of course. But Bordes, who is based in Paris, says that Apple's tradition of allowing each of its 12 European subsidiaries to forecast its own demand and stock its own spare parts had begun to run into difficulties.



Alain Bordes (right) and Steve Glover: Service a top priority in order to increase Apple's appeal to business customers

The company's European warehouse and distribution centre at Zeist in the Netherlands had become little more than a mail-box, processing the national companies' orders for spare parts, he says.

The national companies tended to hold too many of the parts they did not need. They also sometimes ran short of the parts they did need.

In the European subsidiaries, Bordes says, "you've got very service-minded people who want to have one of everything in stock, just in case it's needed."

"They're always over-estimating things or buying too much in advance. They tend to be too careful and overstock the slow-moving items. On the other hand, people would under-stock the fast-moving items."

Apple's drive to increase its appeal to business customers meant that service had to become a top priority. "We knew that the service organisations in various countries were very stretched by the large increase in the installed base of Apple computers in Europe," Bordes says. Subsidiaries would be able to devote more of their time to servicing their customers if they were relieved of some of their work in controlling the flow of spare parts.

"We also had very much in mind 1982 and the single European market," he says. Bordes's colleague, Stephen Glover, logistics manager for finished goods, points out that although Apple would have had to take some action on the issue even without 1982, the advent of the single market means that transport companies, for example, have put more thought into how to help companies with their Europe-wide distribution.

About 500,000 Apple parts move through Europe each year. Some might be surprised that a company like Apple, which prides itself on the quality of its products, needs to carry out that many repairs.

Bordes insists, however, that the number of repairs is actually very small. Apple's turnover in Europe is nearly \$1bn, with spare parts accounting for just \$15m. "That's 1.5 per cent. In the car and farm machinery industries you're talking about 15 to 20 per cent," Bordes says.

To design a new system to control the flow of its parts, Apple turned to a British consultant, Alan Braithwaite of Logistics Consulting Partners.

Braithwaite began work last October, examining the movement of Apple parts in Europe. "We looked at the stock inventory of the existing companies as well as the movement of parts for a half-year period. We analysed each country to look at the number of parts stocked and the rate of stock turn," he says.

It soon became apparent to Braithwaite that the subsidiaries were stocking up with parts they did not need. "The companies had been left to forecast at the country level and the majority of inventory was held by the companies. Eighty-five per cent of the total European inventory was held in the countries. And the countries got what they forecast they needed," he says.

"We came up with a strategy to put the inventory where it was most appropriate and where it's going to cost us the least to get to the customer. There were 350 items which represented some 85 to 90 per cent of the items moved to end users. There were a further 500 to 600 items which were of such low value that it wasn't worth controlling them. They didn't cost enough for it to be worth writing an invoice for them."

"We said the 350 and the 600 you can stock in the countries. The balance - 2,000 - you hold centrally in Zeist. The system has to be dynamic. Parts will come and go in terms of relative importance."

Those parts which are held in Zeist, Braithwaite recommended, should be sent directly to the local dealer or end user by courier. "It's more cost effective to do that than to hold it in each country," he says.

Alain Bordes says that "in a nut-shell the recommendation was to bring back the central decision-making for Europe to Zeist. It involved thinking about a new computer system which would give us constant knowledge of spare parts in every location and would tell us the stock levels and the rate of sales."

"This way we will be in a position to do Europe-wide forecasting and place orders with the vendors in a much better thought-out way. By bringing the centre of decision-making back to Zeist, we will be able to see what parts are in short supply."

"We will also be able to see when problems are starting to appear in a new model of machine and to pick up very quickly whether something is going wrong."

By the middle of January next year, the warehouse space in Zeist devoted to spare parts will have been increased to 2,000 square metres, from 400 square metres at the time that Braithwaite did his study. Bordes says that he cannot spare Apple staff to design the computer system to control the operation. It is being developed by outside consultants.

Although the system will include Apple computers and peripherals, the mainframe computer will be provided by Digital Equipment Corp.

Bordes expects the system to be completed in nine months time, although parts of it will be working before then. Initially, he says, only 10 per cent of parts will go directly from Zeist to Apple dealers.

He says, however, that "we are now thinking, post-1982, about shipping directly from Zeist to the dealers, by-passing the countries. What the customer wants is to get this machine fixed. What you need for that is quick action from the local dealer."

Some takeovers, agreed or not, are beneficial to employees, customers, the national economy and even to shareholders in bidder companies. However, academic evidence, and indeed acknowledged experience of at least some merchant bankers, suggests that too many takeovers benefit, if anyone at all, only the shareholders in the target company. Bids are often initiated and pursued primarily in the interests of management.

The institutional framework for takeover bids, including the Stock Exchange, the Takeover Panel and aspects of taxation, favours large companies against small.

There is no significant cost deterrent to large companies making takeover bids. They can mount them at negligible cost in terms of their total income and market capitalisation. An offeror pays a mere \$7,500 to the Panel and nothing to the Stock Exchange to clear a document making an offer valued between \$5m and \$100 million. Fees to advisers for resisting such a bid are roughly the same as those for mounting one and borne by a small company can be quite disproportionate to resources. There is no effective penalty for fundamentally frivolous or pointless takeover bids. As a "general principle" the Takeover Code states "an offeror should only announce an offer after the most careful and responsible consideration". Such "responsible consideration" can reasonably be assumed when a small company mounts an offer, for costs will be high relative to profits and net assets. For a large company the same presumption does not exist, but if a small company successfully resists a bid, its shareholders bear disproportionate costs.

The victims of bid bias

Stanley Wright believes that it is too easy to mount a takeover and too difficult to change management by other means. In this article he suggests a new framework for acquisitions. On Friday he argues for new legislation to cover directors

The "responsible consideration" principle may well be unenforceable and in any case the Panel has no power to impose financial penalties. The irresponsible manner in which big companies sometimes do over bids is reflected by some financial analysts when they talk of "players" and "war chests".

The Panel prescribes that companies that are bid targets should seek "independent financial advice". Most City intermediaries are now sellers of deals more than purveyors of advice. Curiously the boards of quoted companies are implicitly deemed incapable of doing their statutory duty without the expensive advice of city intermediaries.

The function of the Stock Market is to provide a primary market for the raising of capital facilitated by an effective secondary market. It is not an essential function of the Stock Market to provide a market for the buying and selling of companies. Yet it makes provision for this and bears the consequent costs. The Stock Market is effectively paid for by all users; bidders, particularly

hostile bidders, generate costs far in excess of those which they pay.

The tax system favours bidders. Tax rates for income tax and capital gains are now normally the same. Nevertheless, if a shareholder of company A accepts a bid from company B he can get company B's shares at what is in effect a major discount without incurring the transactions or capital gains tax costs of switching. If the share holder sold company A shares to buy company B shares there would be prospective capital gains tax and transaction costs.

Why does a government which purports to favour small companies persist with this relic of the days when size was thought a merit and when income tax rates were so high that capital gains were deemed the only "reward" for private shareholders?

Most analysts are now in financial conglomerates which have motives for keeping "sweet" the managements of large companies. There is no guarantee that independent analysis will continue. It is for the investment institutions to decide whether they want such

analysis. It would be easy for them to encourage the "unbundling" of analysts from market-making, broking and merchant banking.

What are the remedies? The answer is not more regulation - whether by practitioners or by politicians and civil servants. The free market answer is to remove the biases in the system favouring the big over the small and the buying of companies rather than the setting of new productive assets.

Here are some suggestions:

1. Those who use the Stock Market as a market in companies (ie bidders) should deposit with the Stock Exchange, say, 2 per cent of any offer circulated to shareholders of a target company and 2 per cent of any increase in their offer. The Stock Exchange should receive 0.5 per cent to fund its activities and those of the Panel. The other 1.5 per cent should eventually be passed to the company bid for whether it has successfully resisted the bid or accepted it before or after resistance. This would mean that the bidder would not only, at present, pay the cost of a target company which it acquires but would also contribute to a target company's costs if a bid were successfully resisted and delay the costs incurred by the market mechanisms.

2. The tax concession for a rollover of capital gains on a share-for-share exchange as a takeover should be retained (but not necessarily the anti-gains concession for disasters).
3. Membership of the Panel should reflect to a much lesser extent related City interests.

5. Independent company analysis should be encouraged by the investment institutions.

Stanley Wright is a former merchant banker and is chairman of W.L. Investments Ltd.

Management abstracts

Lessons from flexible manufacturing system installation. *J. Meredith in Industrial Engineering (US), Apr 83 (3 pages).*

Investigates the introduction of FMS at Cincinnati Milacron (machine tools); describes the factory layout, component production and assembly, noting the scheduling difficulties involved. Discusses lessons learned while planning and implementing the FMS with reference to personnel, costs and benefits; examines the difficulties of software integra-

tion; stresses the importance of employee education (90 per cent of total FMS effort) to overcome inertia; shows how costs to badly out of control if delays occur. Reviews benefits gained, e.g. lead time reduction and notes the advantages of running component production on a "push" basis, with assembly and FMS on a "pull" basis operating to customer order.

Policy manuals. *R.M. Morris in Industrial Management (US), Mar/Apr 83 (3 pages).*

A brief summary on policy/procedure manuals, their objectives, the risk of an expensive exercise in futility, the mechanics of producing them, the levels of review, distribution (manuals that find a

home in the manager's book case are seen to be useless), the pitfalls (having a manual may be worse than not having one).

The relevance of ethics for management education. *E.A. Cooke and L.W. Rouse in The Journal of Management Development (UK), Vol 7, No 3 (11 pages).*

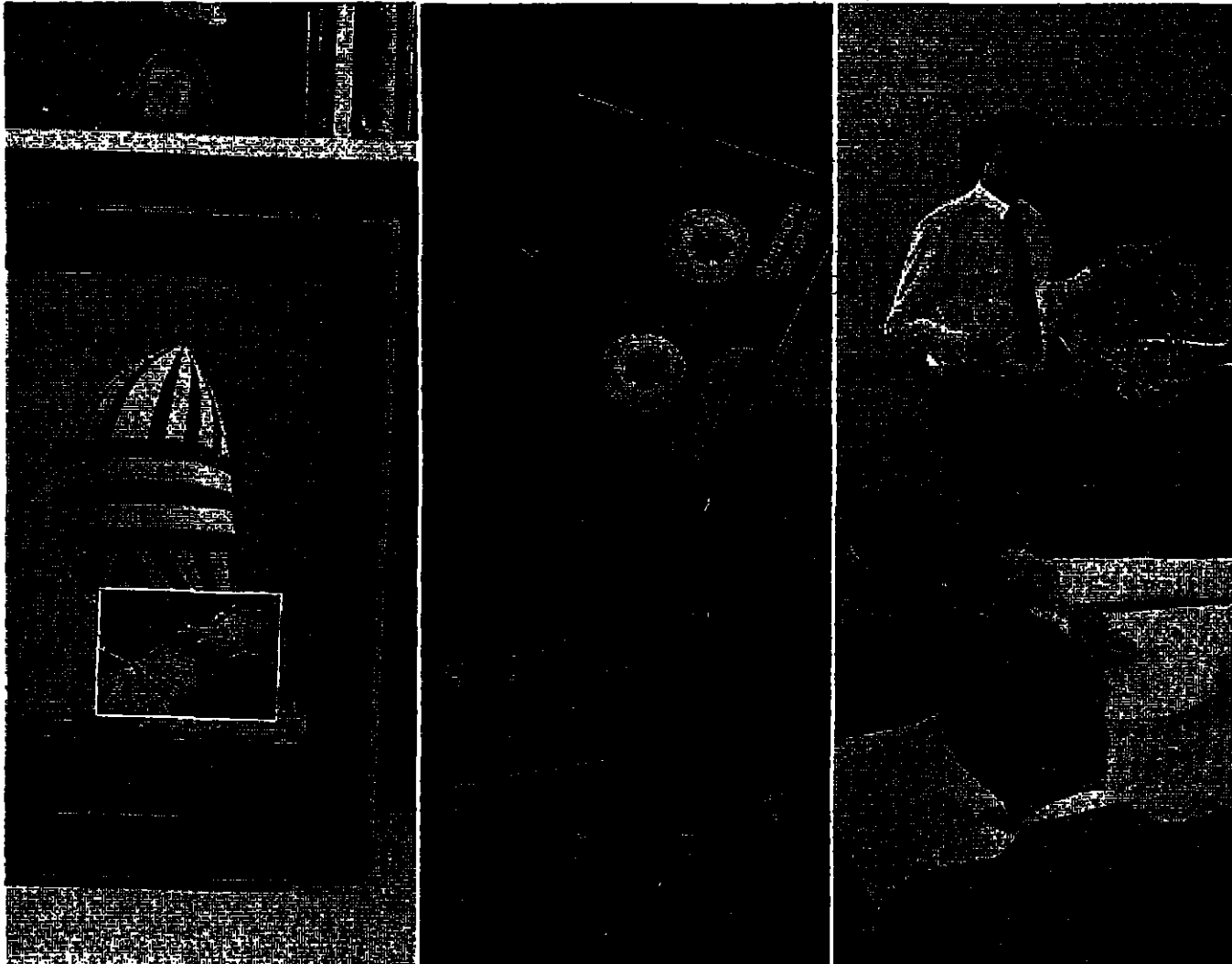
Argues that business ethics education is important in the training of current or future managers, and dispels misconceptions about business ethics being a contradiction in terms; draws conclusions about the structure of ethics education (in the US), finding it to be developing positively, but points to obstacles in its path.

Shopfloor control at Rockwell. *L. Gould in Managing Automation (US), Apr 83 (6 pages).*

Assesses the performance of a shopfloor control system called Promis at Rockwell International, which is based on data collection, real-time processing and planning; identifies how this system differs from other shopfloor control systems with necessary steps to optimise control; shows how Promis gives supporting capabilities which allow for decision-making at shopfloor supervisory level.

These abstracts are extracted from the following journals published by Butterworths: *Industrial Engineering (US), Industrial Management (US), The Journal of Management Development (UK), Managing Automation (US), and The Journal of Management Education (US).*

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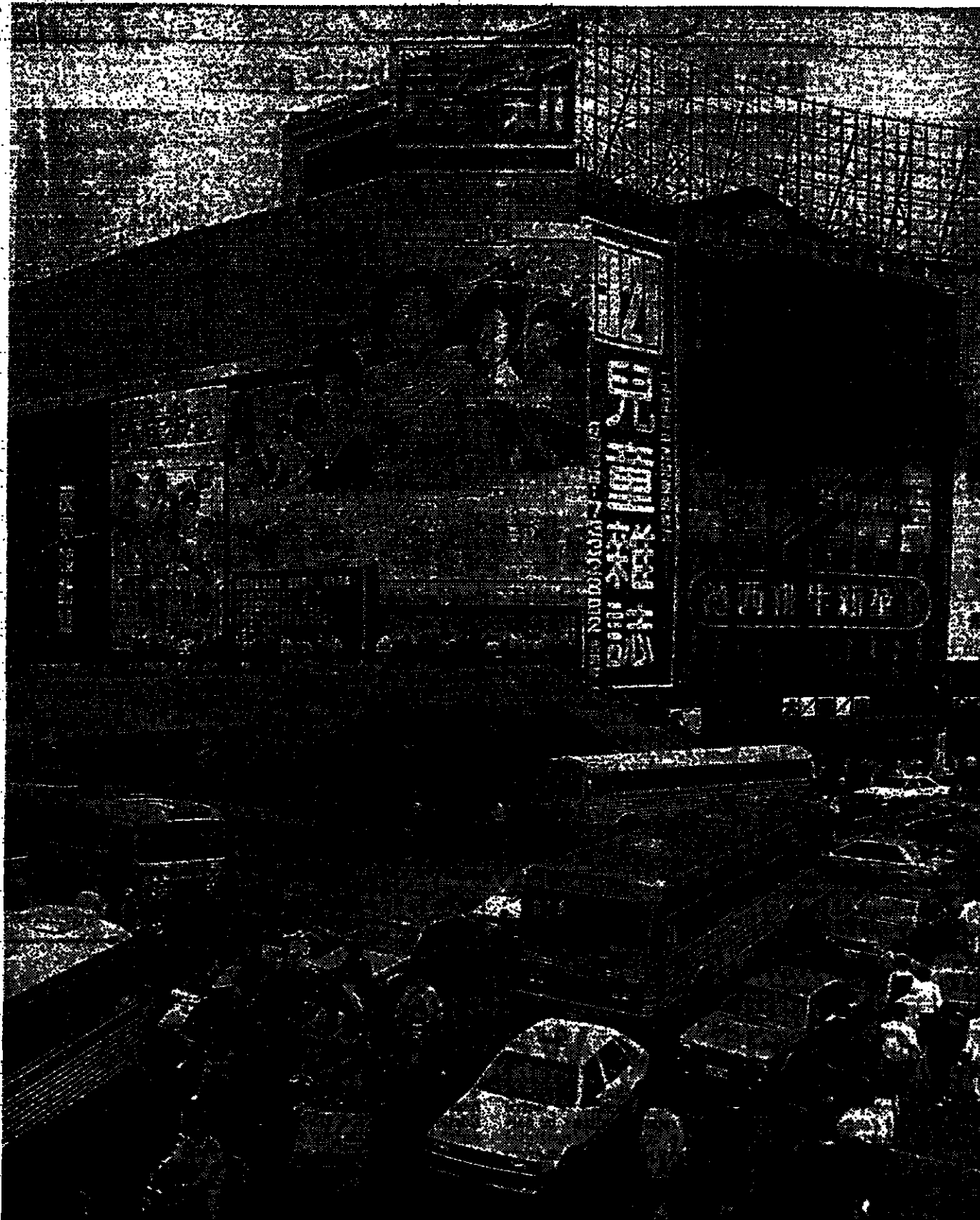
Rapid change has not been without trauma, though more good than bad has come from the

upheavals, reports Bob King. Reforms continue across the board, most notably in expanded openings to China. The economy maintains its stellar performance

Moving in new directions

ONE POINT can be stated without equivocation concerning the past 12 months in Taiwan: they have not been boring. The past year has brought a limited opening to mainland China and one that has expanded almost daily; the death of a long-ruling president and the end of an even longer-ruling dynasty; and radical restructurings of trade and financial policies.

paralyzing public transport for days. Similarly, the death of strongman president Chiang Ching-kuo last January - and with it the end of an era of one-man rule that began more than six decades ago in mainland China - left a power vacuum of immense proportions. Despite the trappings of democracy that were increasingly displayed during Mr Chiang's 10-year reign as president, for instance, most citizens have only the vaguest idea of the connection between democratic rights and obligations.



TAIWAN

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EVERYONE knows the island as Taiwan. But to the Nationalist government, it is the Republic of China. For the country's leadership, and most of its citizens alike, there can be no compromises over nomenclature, and to them it remains - as it has done for the past 39 years - China's government in exile. To most outsiders, the claim seems improbable four decades after a Communist government swept to power in Peking, but inside the country it is a claim that is taken quite seriously. All but a handful of governments around the world now recognise Deng Xiaoping's communist leadership in Peking as the legitimate government over the People's Republic of China (PRC).

swade Taiwanese investors to put their capital into a host of investments and projects, the integrity of which could not be measured. The Government has also had to come to terms with a paucity of reputable channels for investment overseas - and with a lack of investment sophistication among citizens that resulted from more than four decades of government-enforced financial isolation. For more good than bad has come from the changes, however. Demonstrations have largely tapered off, for instance, and the common wisdom holds that the activism since restrictions were lifted has reflected simply a trying out of new wings by people who had formerly been denied the right to dissent openly. Similarly, the wheels of government continue to turn, even without the forceful hand of Mr Chiang to quash hickering and make the snap decisions required to maintain order and progress in a political structure that, to a significant extent, continues to reflect the traditional intrigues of imperial Chinese dynasties. Shortly after Mr Chiang's passing last January, for instance, progressives within the ruling party moved quickly to have president Lee Teng-hui named acting party chairman, despite attempts at disruption by more conservative heads. The move confirmed Mr Lee as head not only of the nation but also of the party, and gave progressives the rallying point they needed to get on with the unfinished legacy of Mr Chiang. That legacy includes a continuation of across-the-board reforms: a rejuvenation of national bodies such as parliament, still dominated by aging representatives who last stood for election more than 40 years ago; a revamping of the ruling party itself; and a fine-tuning of economic, financial, trade, and labour policies. Generally, liberalisations in these areas have speeded up, instead of slowing down, despite the demise of the strongman. A demonstration on May 20 - ostensibly by farmers demanding subsidies, import protection and better working conditions - deteriorated into a violent confrontation with the authorities before parliament, and had conservatives demanding a return to martial law. But the centre held, and the 13th National Congress of the ruling party in mid-July brought the election of younger, more progressive representatives to the party's central committee and the appointment of more vibrant members to the powerful Standing Committee. Mr Lee and his progressive allies quickly followed up their performance at the congress with a major cabinet re-shuffle that effectively left the old guard nowhere to go - although a number of their offspring were appointed to senior cabinet posts. While these new leaders have not been in their posts long enough to make significant policy pronouncements, events are already beginning to point to radical departures from past directions. Expanded openings to China are the most obvious examples. Continued on page 2

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TAIWAN 3

ECONOMIC REFORM

Series of peaceful bangs

TAIWAN is about to have its own big bang, says a foreign banker, referring to plans for licensing of up to 100 new stockbrokers and some integrated securities houses. But it is not just the securities industry. The whole of the country's economy is in the midst of a peaceful revolution, or a series of big bangs, for the economy, finance and industry.

The buzz words are liberalisation and internationalisation. "We cannot resist the trend across the world for these policies," says Dr Kuo-Shu Liang, chairman of the government-owned Chang Hwa Commercial Bank. "Everyone else is doing it and at our stage of economic development we need to be opening up anyway - and there is also the US pressure on us to do so."

But the reforms and allied economic boom can unleash

problems, as recent demonstrations by investors over a proposed stock exchange profits tax have shown. "The liberalisation tide is being pulled by the market and by events following the freeing last year of foreign exchange controls," says Mr Edward Chien, executive vice president of the Hua Nan Commercial Bank, also government owned.

"The tide is not being pushed by the government, which is worried about how to design and operate laws at a time when everything is new and there is no experience. The problem for the future is the lack of government experience. 'Structural' regulations should go, like those for example controlling interest rates or how many bank branches we can open," adds Dr Liang. "But we need new precautionary regulations which we do not

have, for example to strengthen auditing and hit at the growing illegal underground finance companies."

Such issues and concerns strengthen the arms of people in the government and ruling KMT party who want to slow down the reforms, for either bureaucratic, philosophical or other reasons. The conservatives have considerable delaying powers, but they are gradually losing the argument.

Policies started to change about four years ago and gained almost unstoppable momentum when martial law was lifted in July last year.

They cover environmental protection and new labour freedoms as well as the internationalisation and liberalisation themes, linked with which are new open financial markets to cope with the country's booming wealth.

New freedoms for trade unions, which directly followed the end of martial law, are causing some concern because there have been major public sector labour protests. Private sector industrialists are anxious about the future, and the government is talking about redrafting labour laws to make them more effective.

The internationalisation and liberalisation reforms fall into five main areas:

- Trade and industry import controls were lifted last year on 900 items, freeing most goods, and tariff barriers were reduced on 1,200 items, with a further 3,000 planned this year.
- Requirements for foreign investors to meet export and local production targets have been reduced. Most production controls have been lifted and government-owned businesses in various sectors may gradually be privatised.
- Banking A new banking law, which is now in its parlia-

mentary stages and may be implemented at the end of this year. This would take away all controls on interest rates, allowing banks to fix their own rates without ceiling and floor levels imposed in an earlier stage of reforms.

Restriction on branch openings would be lifted. The new law might also attempt to control underground finance companies - this might be, perhaps, by defining a deposit taker. Credit cards are being introduced for nationals.

Banks are gradually being privatised. The government plans to cut holdings in three

- the Chang Hwa Commercial, Hua Nan Commercial, and First Commercial - from between 55 and 75 per cent to 51 per cent. The holdings might later drop below 51 per cent, with a maximum of perhaps 15 per cent being set for any private sector individual's or family's holding.

Foreign banks have been allowed to open a second branch after five years in the country. Under the new law they will be allowed long term lending and deposits, and maybe eventually consumer banking.

• Insurance In response to US trade pressure, four US insurance companies - two life and two property - are being allowed to open up each year in what is an otherwise domestic area.

• Securities A new law last February liberalised broking,

securities and other arrangements.

• Gold and foreign exchange In November 1986 a ban on individuals importing gold was lifted and exports may be allowed soon without government approval. Some bankers have estimated that in the first six months of this year 220 tonnes of gold were imported legally - half of it by the government - and that another 100 tonnes may have been smuggled in. "Gold is a safe and anonymous investment," says one banker.

From last July individuals have been allowed to take up to US\$5m a year out of the country - but the flow has been relatively slow because of the strengthening Taiwan dollar and stock market speculation.

John Elliott

John Elliott on the problems of wealth

On a more stable course

THE MOST pressing problem facing the Taiwan economy is how to cope with its abundance of riches. Foreign exchange reserves last year of US\$76.8bn and a trade surplus of US\$19.2bn have provided wealth that has fuelled a volatile stock market (see page 4), and rocketing property prices.

The sudden wealth of a country awash with money is immediately evident. The roads are choked with expensive imported cars and the centre of Taipei is sprouting glossy modern office skyscrapers. Imported beer, brandy and other commodities are freely available. Bankers talk of Taiwanese people bringing large quantities of gold into the country and of at least 10,000 people out of the 20m population having perhaps US\$2m or US\$3m to invest.

But despite problems created by such wealth - for example recent upheavals on the stock market - most trends are satisfactory and the economy is being opened up alongside a radical restructuring of trade and industry which should set the country on a more stable growth path into the 1990s.

"We are all learning," says Mr Chien-Shien Wang, Vice Minister for Economic Affairs, referring to the need to find ways of meeting demands for better wages and environment-

tal protection, at the same time as investor confidence needs boosting to help the switch from labour-intensive to higher technology industry.

The main economic developments this year have been stabilisation both of economic growth, down from over 11 per cent in the past two years to probably just over 7 per cent this year, and of the trade surplus, down this year probably to around US\$10bn from US\$19.2bn last year. Ministers expect the trade surplus to stabilise at around US\$7bn in the next couple of years.

For the first time since 1980, imports last year grew significantly faster than exports - about 45 per cent compared with 34 per cent - and the gap this year is expected to expand to about 35 per cent growth in imports compared with 15 per cent in exports.

These developments show that the country is beginning to respond to three challenges which require a strengthening of domestic demand and indus-

KEY ECONOMIC STATISTICS

	1985	1986	1987
GDP growth %	5.1	11.8	11.2
Consumer price inflation %	-0.2	0.7	0.52
Exports (US\$bn)	26.7	36.8	53.5
Imports (US\$bn)	20.1	24.2	34.5
Trade surplus (US\$bn)	10.6	15.6	19.2
Foreign exchange reserves (US\$bn)	22.5	45.3	76.8

the government because of a continuing rapid increase in money supply, rising public sector labour costs following a freeing of trade union activity last year, and substantial increases in train and bus fares. The consumer price index is expected to rise by about 1 per cent this year and maybe 3 per cent next year, compared with 0.52 per cent last year.

Money supply rose by 27.93 per cent, seasonally adjusted, in the 12 months to the end of August, to NT\$1,734bn, measured on the basis of M-1B which includes cash in circulation plus deposits in current and savings accounts. Last year it rose by 40 per cent.

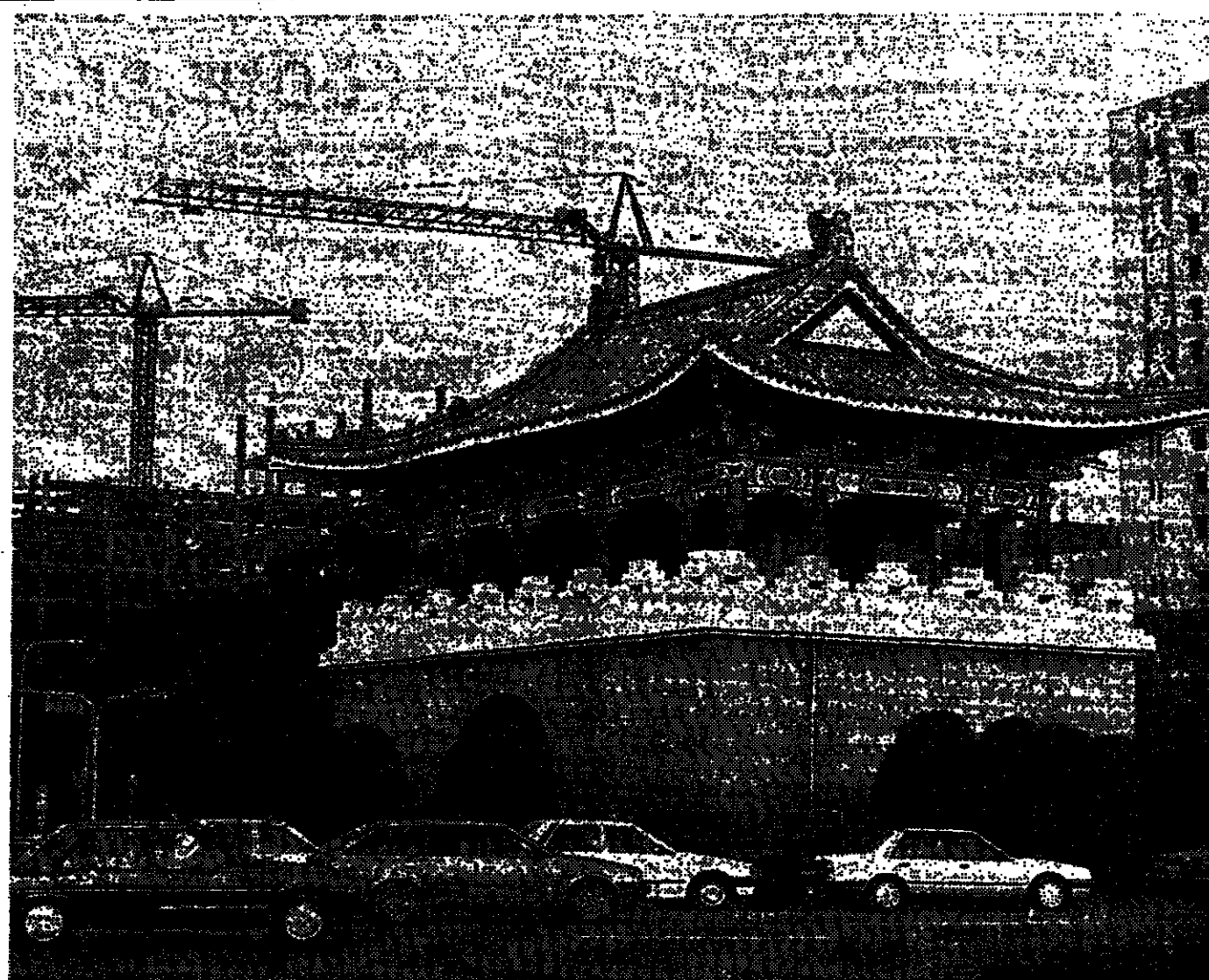
A tough line is also being taken on uneconomic traditional industries at a time of low-skilled labour shortages. "Labour intensive factories must go bankrupt if they cannot pay, or they can go abroad," says Vice Minister Wang.

So far the government's policies are working without serious problems. But the challenges of switching from an export led economy and stimulating domestic demand, while at the same time meeting the growing demands of a nation tasting the freedoms of wealth and democracy for the first time, has only just begun.

Trade restructuring: the sudden rise of the Taiwan dollar which has increased in value by 90 per cent during the past two years from NT\$48 to the US\$, levelling off around NT\$28.25; a need to reduce the country's dependence on the US market to take its exports; and domestic labour costs rising at 10 per cent or more a year, outstripping productivity improvements in older industries.

The government has been reducing import tariffs and is trying to stimulate domestic demand further by spending NT\$30bn (US\$5bn) this year on major public sector infrastructure projects budgeted to cost a total of NT\$500bn. The aim is to create sufficient domestic demand to stabilise economic growth at not less than 6.5-7.5 per cent GNP. The price of this policy will be a budgetary deficit of about 25 per cent this financial year.

The reduction in tariffs is also helping to curb inflation which is beginning to worry



The centre of Taipei is sprouting glossy modern office buildings

TRADE

Benefits in the long run

LIKE ALMOST every other facet of life on Taiwan, the island's trade policies and directions are in transition - a change that is inevitable as Taiwan joins the ranks of developed trading nations.

Pressure for that change has come from a variety of quarters. The US, which for a number of years was Taiwan's largest market, taking about half of its exports each year, has grown increasingly reluctant to see its markets flooded with relatively inexpensive goods from Asian manufacturers - especially goods that compete directly with American products.

Then, too, Taiwanese goods are no longer as cheap as they once were: rising expectations, labour costs, and the value of the Taiwan dollar, which has risen 35 per cent against the US currency over the past two years, have blunted the competitive edge of the island's products.

Finally, there has been pressure on Taiwan to remove its barriers to imports and to diversify its sources of supply, particularly of capital goods, which the island requires in ever-increasing amounts to meet its development demands.

Many of the changes called for reflect government policy and will prove a boon to the island in the long run. The over-dependence on the US as an export market, for instance, made traders especially vulnerable to shifts in the American economy, as well as fair game for protectionist congressmen. Government planners have for years, in fact, urged Taiwan's businessmen to diversify their markets - a plea that went largely unheard as exporters continued to concentrate on the devil they knew.

Government projections also called for the standard of living - and therefore salaries - to rise here, which meant that the cost of labour, on which Taiwan has relied for decades to produce those inexpensive items, went up accordingly.

And, in diplomatic terms, Taiwan has hoped to get around its diplomatic isolation, brought about by its ongoing tussle with Peking over who is the real government of all China by forging trade, business, and investment links with nations that still shun the island.

Taiwan's new trade policies encompass all of these problems and objectives. According to Mr P.K. Chiang, the new director of the foreign trade

board, government "action programmes" designed further to open markets in Europe, Japan, and other areas, have already achieved significant results - while exports to the US have dropped accordingly.

Similarly, purchases from Europe are up, and those countries will in future be considered on an equal basis with the US when tenders are let for major government contracts.

Mr Chiang said export-promotion programmes that began in 1986 will bring exports to Europe to US\$10bn this year from US\$8bn in 1987, and from US\$7bn to US\$9bn to Japan. An annual increase in Taiwan's exports accounts for some of this rise. But statistics also show that in percentage terms, Western Europe during the first eight months purchased 15.4 per cent of Taiwan's exports, an increase of 36 per cent, and Japan took 14.4 per cent, an increase of 38.5 per cent.

The US share has fallen correspondingly, from 47.7 per cent in 1986 to 39.1 per cent from January-August this year. Also, Taiwan's surplus with the US fell from US\$10.9bn to US\$6.4bn during the first eight months, leading planners to predict that the total for 1988 will be 40 per cent less than last year. That, as much as lowered tariffs and a doubling of imports, should help ease protectionist sentiment against Taiwan in the US.

As attempts to ease the ongoing deficit with Japan have met with less success, however, despite a rapid increase in exports, the smaller base compared with imports, which also rose, means that the deficit in trade with Japan will climb from \$4.6bn in 1987 to \$5.3bn, Mr Chiang said.

Diversification continues on a broad front. Taiwan firms, for instance, are seeking alternative manufacturing bases in the region, including arch-rival China; the government and traders are sounding out new trading partners, including Vietnam and the Eastern bloc, now that curbs on contacts with these nations have been eased. And in Europe and Japan, government agencies are now plotting an expanded trade-promotion campaign that includes stepped-up purchasing from Europe - including three Airbus and a variety of capital goods - and new trade offices in Hamburg, Rotterdam, and Düsseldorf.

Bob King

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TAIWAN 4

TAIPEI HAS become one of the prime targets for bankers and finance houses from Europe, Japan and the US who want a slice of the business which they believe must be available in this cash-rich country.

Reforms started in 1983, when the first of four mutual funds, the Taiwan (R.O.C.) Fund, was floated by the International Investment Trust (IIT) to bring foreign money into the country. IIT is 49 per cent owned by a foreign consortium that includes Credit Suisse First Boston, Jardine Fleming, Vickers de Costa and Citicorp; and 51 per cent by local banks.

These four have been allowed to launch two local funds each so that, for example, the IIT now has US\$750m under its management in the Taiwan stockmarket. They also expect to be allowed, by the end of the year, to launch one US\$400m fund each to take Taiwan money out of the country.

John Elliott on financial services

Slow internationalisation

year on the outflow of foreign exchange, with a person being able to take US\$5m out a year, then forced the Government to respond to requests from foreign investment houses to play a larger role.

Security Investment Consultant Licence, of which about 30 have been issued, with 10 applications pending. But they are not allowed to handle any investment themselves, and can only advise on foreign funds they have registered in Taiwan.

Other concerns, such as Merrill Lynch and Shearsons, have found different indirect ways of providing investment advice through a general consulting licence. About 34 major foreign banks, almost all with only one

branch, also provide a limited range of services, which they hope will be extended later this year to include long-term deposits and trust business.

with Hong Kong and Singapore overseas Chinese. Nine integrated licences include three with a major foreign base: Taiwan International Securities, headed by Jardine Fleming; Yung Hsin, which is 40 per cent owned by Bankers Trust; and a third which is from Japan.

INDUSTRY

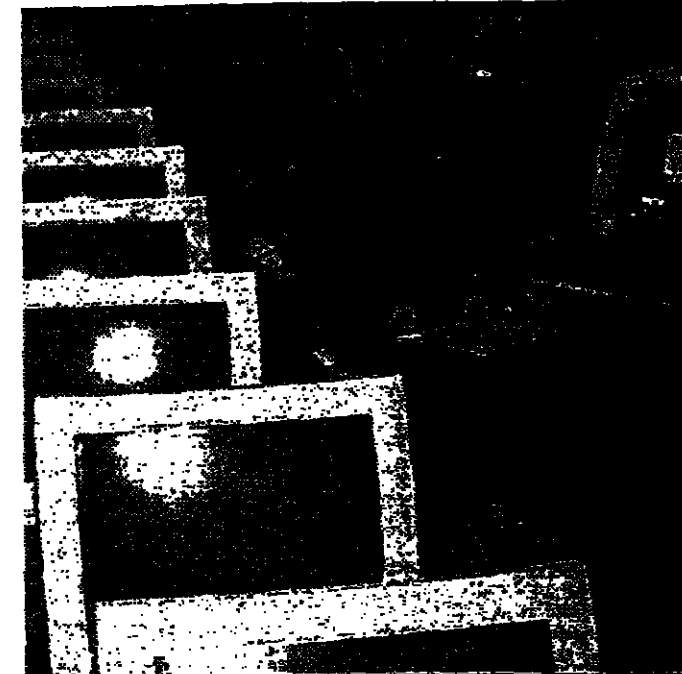
Aiming to be a top rank high technology producer

TAIWAN'S PLANNERS envisage building a model science city of 1.2m people at Hsinchu, about an hour's drive outside the capital of Taipei. High technology businesses would produce a turnover of US\$6bn to US\$7bn a year by 1990 - one year before China re-establishes its sovereignty over Hong Kong - on the site of the highly successful eight-year-old Hsinchu science-based industrial park.

trial restructuring include the soaring value of the Taiwan dollar, rising costs of increasingly scarce labour and trade pressure from the US. Older industries like shoes, textiles and toys are moving out of labour-intensive operations - or are locating them abroad in cheap-labour countries such as Thailand, Malaysia and mainland China.

Japan. It is more liberal. Here we have principles and cultural characteristics of all the people being on an equal basis so we cannot organise two or three companies to produce a super computer," says Dr Yang. "Everyone can be an entrepreneur here."

per cent from local people and about 20 per cent from multinationals such as Philips, Wang, IBM and AT&T. Electronics and electrical goods have replaced textiles as Taiwan's biggest exporter. They include information technology where exports have mushroomed 370 times from US\$10m in 1980 to \$3.5bn last year. Mr Ho forecasts this will grow in the future by 30 per cent annually and will be Taiwan's biggest export earner, without excluding general electronics, by 1995.



John Elliott

Shocks on the stock market

Paradise lost

THE TAIWAN stock market, a gambler's paradise for the first 35 weeks of this year, has over the past two weeks turned into a gambler's nightmare. Since September 24, share prices have plummeted by about 20 per cent, with small investors rushing to dump their stock but finding few buyers.

through four mutual funds, are less exposed to the current problems. They have been reducing their holdings over the past two or three months - walking away with profits of 200-300 per cent - and it is less likely that they will have problems redeeming their holdings than will domestic buyers, says Mr Elliott.

Turnover was boosted to daily highs of US\$6bn by the summer, from a daily average of \$1.7bn over the first five months, and Taiwan joined the big boys as one of the hottest markets in the world.

Personal computers are the country's main strength at present. Some foreign businessmen say Taiwan is outstripping Japan in technology and production quality.

Advertisement for 'The Pageant of Classical China at Taipei's Most Exquisite Hotel'. The Howard Plaza Hotel is described as preserving all the luxuries of classical China: decor, comfort, and cuisine. It features deluxe accommodations, hand-carved rosewood furniture, and original contemporary paintings.

Advertisement for 'Howard Plaza Hotel' located at 180 Ann Ai Road, Sec. 3, Taipei, Taiwan. It lists phone numbers and provides information about its facilities and services.

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Acer sets bold growth targets

ACER INCORPORATED, Taiwan's biggest computer manufacturer with a forecast turnover of US\$650m this year, claims to be among the top 10 suppliers of personal computers in the US and Europe. By 1990 it wants to be in the top five worldwide and, with a 40 per cent annual growth target, is aiming for turnover of US\$3bn by 1995.

Our strategy is to make sure we are upmarket of South Korea because it is bigger. But the main thing is that our management concept is different from the rest of Taiwan's small family-owned companies. We are not family-owned but rely on teamwork. The desire in our country for entrepreneurship is met by the employees having their own piece of the company."

Mr Chris Elliott, analyst at James Capel, the investment brokers, says: "There was speculation that the market would get to the level where it would crash for other reasons and I think they (the Government) would rather induce this themselves than let it happen on its own and damage Taiwan's international image."

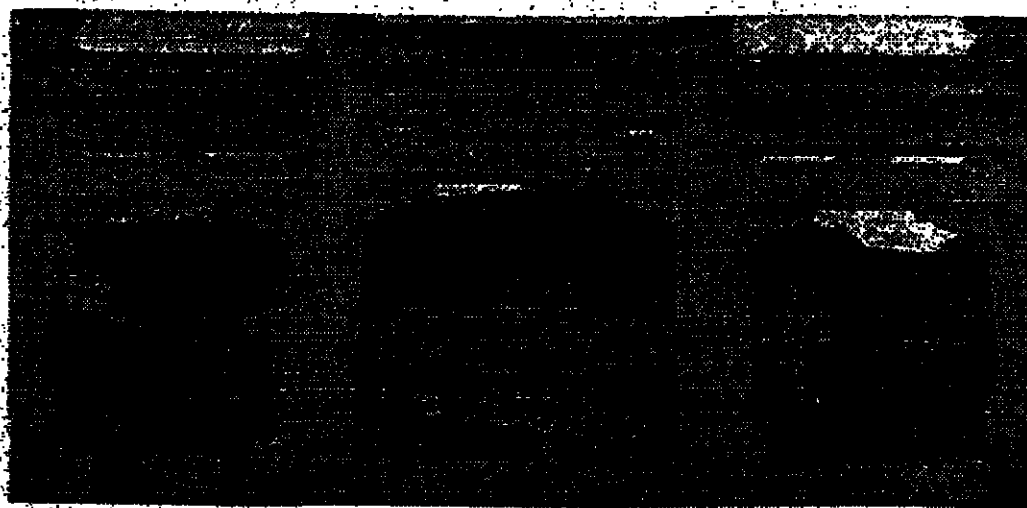
The big losers, if Taipei keeps falling, will be the small domestic investors who make up an estimated 85 per cent of total investment in the market. They appear to be second-guessing one another, opting to sell, rather than use the two and a half months left before the tax changes take effect as an opportunity to buy.

Advertisement for 'EASTBOUND-WESTBOUND All around the world' featuring the Yang Ming Line. It includes contact information for the shipping line and its agents.

J.E.

TAIWAN 5

Bob King looks at the island's identity
A divided status



More than 200 years of history separates Taiwan from the mainland. Above, the National Museum

CHINESE LEADERS in Peking are fast of pointing to Hong Kong, which is discussing Taiwan's eventual return to the embrace of the motherland. They stress that Taiwan will, like Hong Kong, enjoy a "high degree of autonomy" and will keep its armed forces and basic social and economic structure.

Recently, China has upped the ante somewhat by offering, through an intermediary, to begin talks on a coalition government with the Nationalists on Taiwan. In the main, though, the Chinese have been pursuing the "Taiwan issue" as if the island were simply an offshore version of Hong Kong that will follow a remanence pattern laid down by Peking. But in the process, Peking's leaders miss the obvious — and the essential. For Taiwan is not Hong Kong, any more than it is mainland China.

Only a thin border separates Hong Kong from China's Guangdong Province, and should Hong Kong act contrary to Chinese wishes, mainland troops could occupy it without much fuss. In addition, Hong Kong is dependent on China for much of its power and water needs, not to mention vegetables, poultry, fish and pork. Turn off the water and Hong Kong would not last a week.

Taiwan, though, does not depend on the mainland for anything, and it is questionable how much success Chinese troops would have in a military foray — assuming they were willing and able to mount one. More than 100

miles of water — and 200 years of history — separate Taiwan from the mainland.

Peking can perhaps be forgiven for glossing over these physical differences in its attempt to persuade the world that Taiwan is in fact a part of the People's Republic — if not now, then later. But communist officials ignore history at their peril, for Taiwan has over the past three-and-a-half centuries followed a development path that is different from, if parallel to, that of the mainland.

Although Taiwan's relationship with China dates back to the Sung Dynasty during the 12th century, the island was populated in the early 17th century mostly by Malayo-Polynesian aborigines, who may have migrated from the Philippines and other areas.

Later in that century, the first immigrants from China's Fujian Province arrived. They displaced — and intermarried with — the plains-dwelling aboriginal tribes before they were in turn followed by a wave of Hakka immigrants from Guangdong Province.

And so it went until the late 19th century: new immigrants pushed by high population density in China displaced, and intermarried with, existing residents, until the Japanese, who had won Taiwan in the Sino-Japanese War, arrived in 1895.

The latest wave of immigrants arrived after World War II: remnants of Chiang Kai-shek's defeated armies and demoralised Nationalist government. Unlike the earlier migrations, though, the post-

war arrivals included people from all over mainland China. From the early 17th century, forces other than Chinese were working on Taiwan. The Portuguese, the Dutch and even the British made sporadic and short-lived attempts at colonisation. China exercised only nominal sovereignty, partly because of the logistics presented by the Taiwan Straits, and partly because Chinese emperors were not interested in stretching limited resources for marginal returns.

Indeed, some advocates of independence for Taiwan have made a case out of traditional Chinese indifference to the island. But, politics aside, it is clear that Taiwan has acted apart from events on the mainland; indeed, many native-born residents proudly stress that their ancestors came to Taiwan to escape the poverty and the intrigues that the imperial system engendered.

History repeats itself, it seems. The Nationalists fled China to escape the communist march as the Ming-dynasty partisan Koxinga came to Taiwan in 1661 to foster rebellion against the newly-risen Ching dynasty. And the tensions that have arisen between the new arrivals and the longer-term residents are rapidly evaporating with intermarriage and general assimilation.

In today's new-found atmosphere of free debate in parliament and in the streets, some critics have been urging the government to clear up "provincial" differences. The government officially denies that

such differences exist, and indeed Taiwan's current preoccupation — making money — probably leaves little time for "clan" rivalries.

The materialistic bias, ordained decades ago by planners who decreed that Taiwan would become rich — no matter what the social cost — so as to present a suitable contrast to China's poverty, has also obscured the spiritual, moral and ethical side, however. The result? "The people are empty," several scholars and officials say.

Empty or not, the people of Taiwan as a whole live better than any ethnic Chinese at any time in China's tortured, 5,000-year history. The native-born dominate business, industry and the professions. They are getting increased representation in governmental decision-making bodies that have long been dominated by recent arrivals. And recent reforms by the ruling Nationalists make it clear that, barring intervention by China, Taiwan will in future be run only by those who consider Taiwan their home.

What these new governments will decide still is not clear. The people of Taiwan have as caveats, for instance, China's rather high-handed approach to the question of self-rule for Hong Kong, which it will regain in 1997, as well as its response to recent events in Tibet — another "autonomous" region of China. It is clear, though, that Taiwan, with a history of relative geographic and political independence, is not inclined to sacrifice the concrete present for a vague future under Peking's tutelage.

Much depends on Peking itself. Many Taiwanese, for example, view the government's recent decision to allow residents with families in China to return there as a blanket approval of visits for everyone — whether for tourism or business.

As Taiwanese freely travel back and forth to the mainland, they are finding that, while China has made great progress in many areas over the past four decades, it cannot match life in Taiwan. This tends to support Taiwan's divided status — at least until the Chinese authorities find ways to make China more like Taiwan.

Peking, in turn, will find that what divides Taiwan most from China is not miles of water or the policies of the ruling Nationalist Party. Instead, it is the Taiwanese people, who the Chinese leadership thought would fall so easily into their laps.

SHOE MANUFACTURE
Move to top of market

PERHAPS MORE than any other, Taiwan's footwear makers epitomise the challenges and perils that are facing a host of traditional Taiwanese industries.

For the past few years, Taiwan's shoe manufacturers ranked first worldwide in terms of the number of shoes they exported. Last year, the industry shipped almost US\$3.8bn-worth, up from US\$3.2bn a year before.

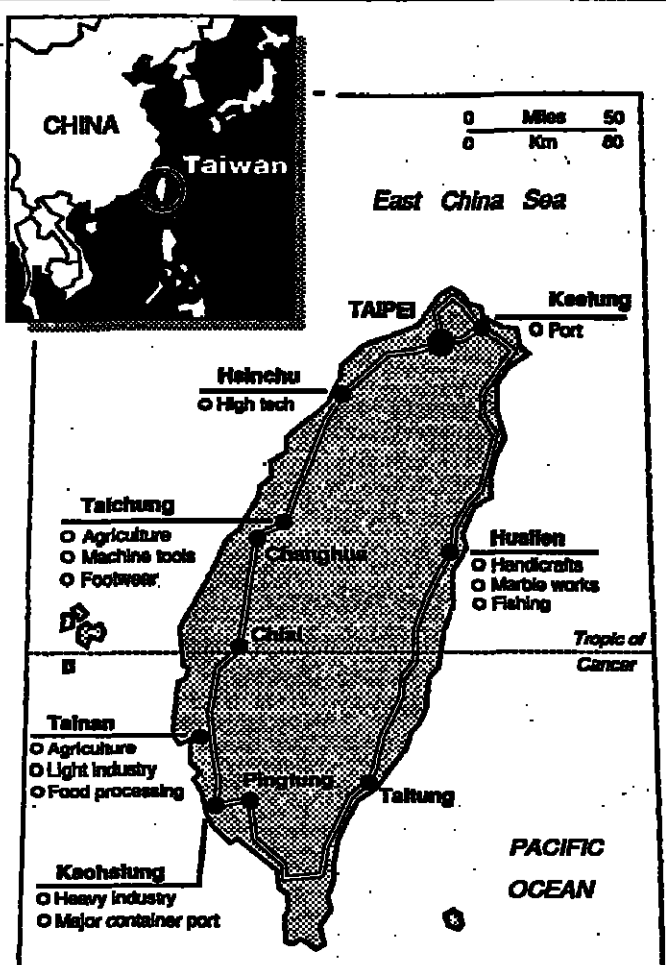
This led shoemakers to boast that their industry, though far behind electronics products at US\$10.5bn and garments at US\$4.4bn, was the largest single foreign-exchange earner.

Times have changed. The number of pairs exported during the first eight months of this year dipped sharply after a decrease of 5.7 per cent during 1987. To the US, which normally takes more than half of Taiwan's shoe exports, pairage slipped from January to August by 23.5 per cent. Similarly, exports to West Germany were off by 2.36 per cent; the Netherlands by 16.6 per cent; the UK by 17.5 per cent; Italy by 18 per cent; and France by 21 per cent.

Not surprisingly, given the sharp appreciation of the Taiwan dollar over the past two years, unit prices increased in terms of the US dollar: 25.7 per cent to the US, 29 per cent to West Germany and the Netherlands; and 36.3 per cent to the UK. But in Taiwan dollar terms, the increases were negligible, or worse.

For some, the same this has brought a switch into higher-end shoes. Others with the cash and the know-how have diversified their operations, placing more emphasis on exports of shoe components to developing nations in the region and on imports and local sales of foreign-designed fashion items.

Evidence of the changes abound. Some Taiwan manufacturers are now turning out leather footwear of exceptional quality, which sells for as much as \$140 a pair in overseas markets. Component and machinery makers have also done an about face: the industry now exports about 80 per cent of its production, whereas



Bob King



Demand is booming among Taiwan's affluent citizens for foreign fashion goods

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4	'88 Taipei Fashion Week	November 11-20, 88
5	Taipei Int'l Hardware & Woodworking Show	November 20-24, 88
6	USPSO Taipei '88	December 1-4, 88
7	Taipei Toy Show	January 24-28, 89
8	Taipei Toy Show	February 25-29, 89
9	Taipei Int'l Oil & Machinery Spring Show	March 20-24, 89
10	Taipei Int'l International Machinery Show	April 6-12, 89
11	Taipei Int'l Sporting Goods Show	April 21-25, 89
12	Taipei Int'l Cycle Show	April 25-29, 89
13	Taipei Int'l Furniture & Leather Goods Show	May 2-6, 89
14	Taipei Int'l Auto Show	May 12-17, 89
15	Taipei Int'l Home Improvement and Home Textiles Show	May 29-31, 89
16	Taipei Int'l Construction Show	July 20-24, 89
17	Computer Taipei	June 6-12, 89
18	Taipei Int'l OCEAN/Seafaring Show	July 29-31, 89

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LEGAL COLUMN

Clerks stand accused of spoiling barristers' US links

By Raymond Hughes

IF Andrew Vollmer, a London-based member of a Washington law firm, ventures into the Inns of Court he might be well-advised to be accompanied by a minder. His remarks at the Bar's recent annual conference put him at risk of a verbal mugging by barristers' clerks.

Mr Vollmer's thesis, however, was that in spite of their strengths of litigation experience and independence, barristers' competitive weaknesses, as perceived by US lawyers, made them less attractive than City solicitors to US lawyers seeking professional guidance and assistance in the UK. And the idiosyncrasies of clerks was only one of their weaknesses.

Mr Robert Johnson, QC, the Bar chairman, said that although he did not agree with all of Mr Vollmer's criticisms, the points he had made had been substantial and helpful. "The Bar is losing out and it was very helpful that he was able to spell out in very practical terms some of the reasons for it."

Mr Nicholas Stewart, QC, a member of the Bar's international practice committee, said he found it extremely hard to disagree with Mr Vollmer's criticisms. "I think the Bar has been rather slow to get into some areas. It's very important that in areas like financial services, barristers are prepared to make an effort to get the experience."

Mr Stewart thought Mr Vollmer's comments about the clerks were probably shared by many solicitors. He said that if something needed to be done about the clerking system it was up to the barristers. "We employ them. They are our responsibility."

Barristers must be more 'up-front' about what they expect to be paid

As for replacing clerks with secretaries - that, said Mr Shrubbs, would be a disaster. "One of the advantages of the clerk system is you have people who are specialists in the way the Bar works, who are capable of talking to lawyers about their cases, of identifying their needs and providing the specialist barrister they require."

LEGAL APPOINTMENTS

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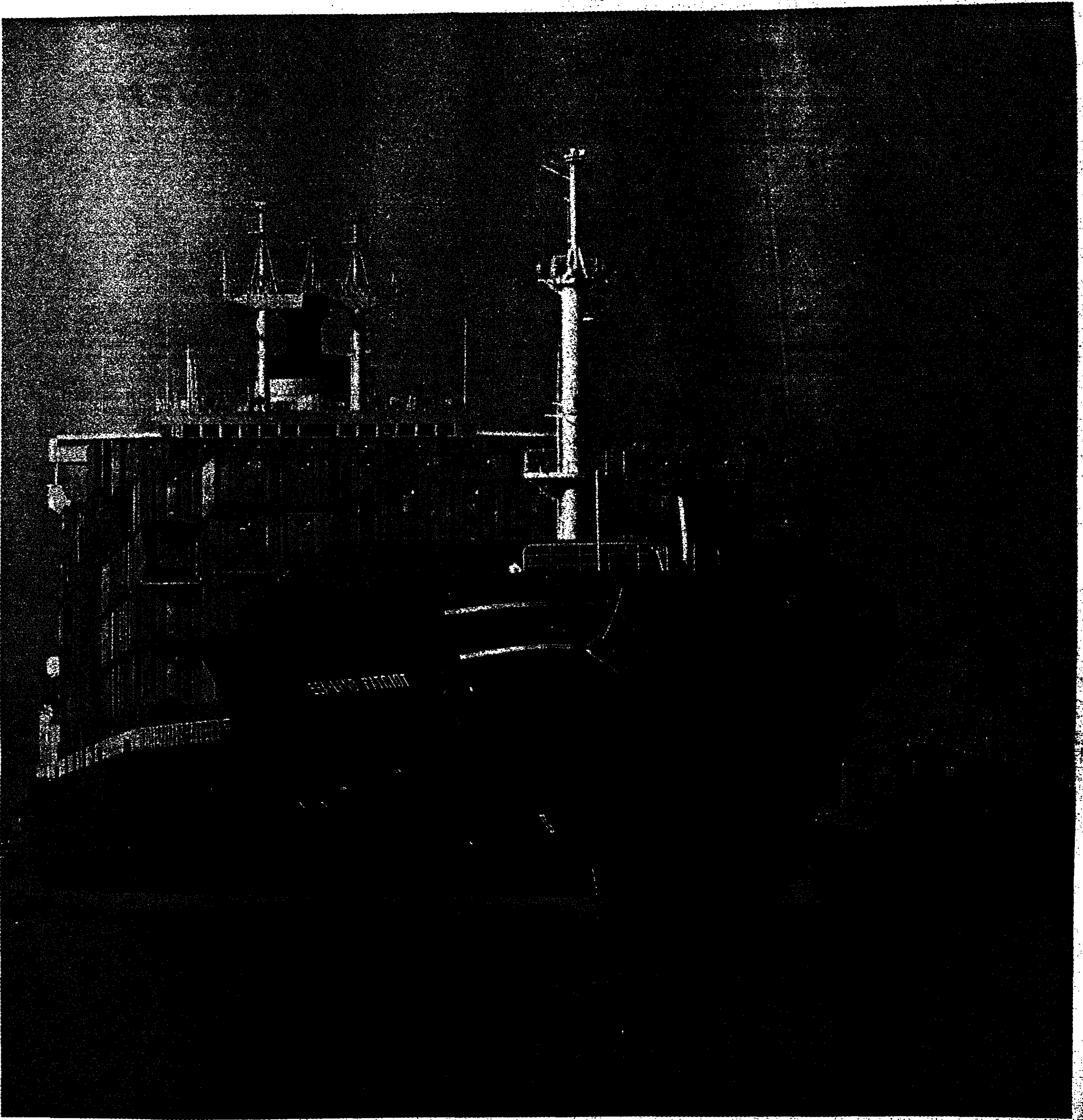
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Table listing law society admissions for 1st October 1988, including names and details of candidates.

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ARTS

Karajan

FESTIVAL HALL

Drama of a non-musical kind preceded Thursday's London concert by the Berlin Philharmonic Orchestra. The orchestra's instruments had been held up at one of the French Channel ports currently involved in an industrial dispute, eventually they reached the Festival Hall - sufficiently to delay the start by an hour.

Whether this was in some way responsible for the heightened atmosphere in the concert hall and the elevated quality of the performances, it is probably sentimental to speculate. But then, the very arrival of Herbert von Karajan on the podium is itself now a dramatic act, a trail figure, sadly diminished in strength and stature, fading to a destination by an effort of pure willpower. The phrase *der Wunder Karajan* seems now to take on a chastened, even heroic ring, and certainly, the performances of Schoenberg and Brahms that we heard seemed in similar manner stripped of all but the music-making essentials.

Max Loppert

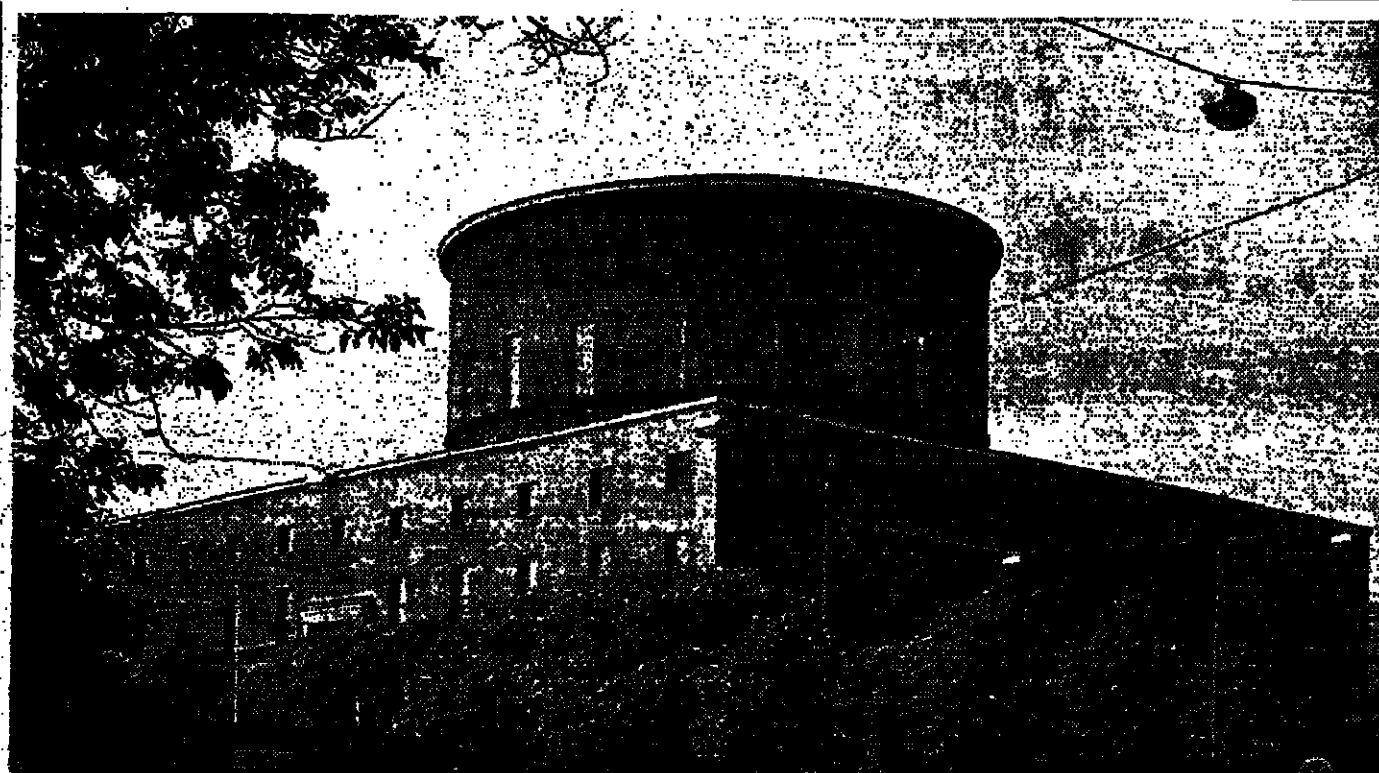
Viktor Ullmann

RUDOLF STEINER HALL

Viktor Ullmann was born in 1898 in Moravia, studied with Schoenberg in Vienna, was an associate of the famous composer Alois Hába, and shared his commitment to the theological teachings of Rudolf Steiner. In 1942 he and his wife were transported to the prison camp at Terezin, where he organised musical activities, composed unofficially, and with the poet Peter Eben created the opera *Der Kaiser von Atlantis*. He perished on the way to Auschwitz in 1944.

dom at artistic borders sadly unpermeable by any physical freedom of movement within Austria. The third movement of the piano Sonata, marked "Agitato, presto," espouses a certain stoniness such as is found in some of Schoenberg's liveliest piano writing, but the solemn harmonies of the second movement, a funeral march for Mahler, are more plausibly Bergian or Hindemithian, while the heavy, final work, the *Sonata for Piano*, suggests the features of the Mallo agitato first movement, call up the nineteenth-century virtuoso tradition, and give a new gloss to the work's intensity, just as the accompaniment of the songs with spruced pianism and an often lambent touch.

Paul Driver



Stockholm City Library: a magnificent example of the work of Gunnar Asplund

ARCHITECTURE

Pioneer of the Swedish effect

Colin Amery discusses the work of Gunnar Asplund

Until the end of October at the Architectural Association in London there is a long awaited exhibition of the work of the pioneer Swedish architect Gunnar Asplund (1885-1940). The exhibition of original drawings, furniture, objects and photographs has been curated by the Swedish Architecture Museum in Stockholm.

Asplund is very relevant to the dilemma of modern architecture. He started life as an accomplished practitioner of Neo-Classicism, which has been described as Nordic Classicism. He evolved slowly into a pioneer of Swedish functionalism, the style we associate with Sweden today and which influenced architects in Britain from the Festival of Britain onwards; that particular kind of spiky, flag-bedecked architecture that flourished at the Stockholm exhibition in 1960 was the direct source for the 1961 Social Bank Exhibition.

(1788). The overall stripped and simple appearance is satisfying and original; the decorative detail and the furniture, most of which survives, shows the value of having an architect to design everything. A band of modern hieroglyphs surrounds the base of the drum - there is a palm, a bucket and spindle and a train misapprehending as early Egyptian symbols. To open the main north door you push on a naked Adam or Eve posing as door handles; they lead the way from "paradise" to the "world of knowledge." Wall paintings and furniture in a light hearted version of Swedish classicism point to the light contemporary furniture that was to find such favour in Scandinavia in the 1950's.

Day and Night

THE PLACE

Last year Damsprodnik, a Dutch experimental dance troupe, came to The Place with a most imaginative staging, *Double Track*. This was dazzlingly produced by Beppie Blankert, using see-through mirrors, film, duplicated images, to explore a text by Samuel Beckett. *Damsprodnik* has now returned to London with a new piece, but one very different in means and motives from its earlier offering.

They chose *Night* is set to John Cage's *Three Dances* for two prepared pianos, idiomatically performed by Antonio Chagas Rosa and Jaap Dieleman. What we see in *Day* is group choreography by and for six dancers that amounts to no more than fragments of incoherent movement, given with an overwhelming richness of manner and feelings of team spirit, and little physical excitement. The performers are dreadingly costumed in silvery outfits; the mechanical piano mammers on and so does the dance, which is atonality in its

order though not in its components. It is inconclusive, none the less, and like much artistic activity designed by committee, lacks dramatic teeth either to bite or smile. *Night*, choreographed by Bianca van Dillen, falls significantly to respond to the exciting rattle and gurgling-clatter of Cage's score. The dancers offer interminable diagonals of movement, tracing to and fro across the stage, before a physically taxing but otherwise purposeless dust emerges for two of the women.

Clement Crisp

Jean-Michel Jarre

ROYAL VICTORIA DOCK

The Big Bang, alias Jean-Michel Jarre, finally reached the Docklands over the weekend. The Royal Victoria Dock, a remote and harmless post-industrial relic, was blasted with more noise, and illuminated with more rainbow flares, than it attracted in 1940, and I'm not going to add the whimper about trudging through the mud, fumes and squalor, searching for sanctuary after the megalomaniac Frenchman's Saturday concert. It was a supreme happening, and at a happening every second is experience.

What about the music? Hmm, well. Rather to my surprise, hidden beneath the weight of equipment on the barge were live musicians (and, briefly, Hank Marvin) who produced the pretentious formless noise that the BBC Electronic workshop used to throw together for Dr Who. At its best it sounded as if a particularly inspired kitten was padding up and down some vast mechanical keyboard. It is "New Age" music of gargantuan portentousness, the kind of music which reminds you that you are conscious but which does not expect to be listened to. Occasionally a finite melody gets through that you might recognise twice - in my case "Computer week end." Now and then a vast choir would clamour on board to hum and hah, but Jarre's musical strokes could not compete with his musical struts.

Antony Thorncroft

Schidlof Memorial Concert

WIGMORE HALL

Peter Schidlof, viola player in the Amadeus Quartet for almost 40 years, died in August 1986. His sudden death inevitably meant the disbandment of the quartet, though his colleagues have continued to play together as the Ensemble Amadeus. They appeared in that guise at the Wigmore Hall on Saturday, in a gala concert to pay tribute to Schidlof's art and to launch the Amadeus Scholarship, which will provide scholarships to a summer school for young string-quartet players organised in conjunction with the Royal Academy Music.

that has been true in almost every Amadeus performance one has heard over the years. And, just as in the past, the quartet, though his colleagues have continued to play together as the Ensemble Amadeus. They appeared in that guise at the Wigmore Hall on Saturday, in a gala concert to pay tribute to Schidlof's art and to launch the Amadeus Scholarship, which will provide scholarships to a summer school for young string-quartet players organised in conjunction with the Royal Academy Music.

Andrew Clements

SALEROOM

Aussie Earl sells up

The Earl of Stradbroke, or Keith as he is known to his Australian mates, is selling off the family silver, along with the furniture and books, on the site of Old Henham Hall, near Wargford in Suffolk for three days starting today. The house disappeared after the War and the new Earl, with 13 children and innumerable Australian sheep to support, hopes to raise £1m from the remaining contents to keep his properties in New South Wales and in Suffolk as going concerns.

The serious business this week is Islamic art. Sotheby's today is offering the biggest single page ever sold at auction. It measures 184 cm by 115 cm and comes from an early 15th century Koran. Only two similar pages are known, both in private collections. Christie's has the perfect response tomorrow - 14 pages, each with a miniature, from the Shahnameh, the great Persian folk epic by Ferdowsi, which reached its most perfect form in a mid 15th century manuscript of 769 folios (268 with miniatures) which was in the Treasury of the Ottoman Emperors, and came into the hands of Arthur Houghton in 1959. Since then it has been split up and these miniatures carry individual estimates of up to £200,000.

Antony Thorncroft

"Pagodas" postponed

The premiere of Kenneth Macmillan's new full-length work for the Royal Ballet, *The Prince of the Pagodas*, has been postponed until December 1988

due to his recent illness. Originally planned for May next, it will be replaced by Natalia Makarova's production of *La Bayadere*.

ARTS GUIDE

- MUSIC London Beethoven Film is a series of concerts between September 18 and December 10 which seek to set the composer's music in the context of his own time. The work of over 50 Beethoven contemporaries will also be featured. Royal Festival Hall, Queen Elizabeth Hall, Purcell Rooms. (020 3191). BBC Symphony Orchestra conducted by Lorin Maazel, with Roland Hermann (harmony), Brigitte Fassbender (mezzo-soprano) and the BBC Singers. Royal Festival Hall (Mon) (020 3191; cc 020 8800). Orchestra and Chorus of the World conducted by James Bach's 13 Minor Misses. Concert in aid of Great Ormond Street Hospital. Royal Albert Hall (Mon) (020 8212; 020 9465). The Philharmonia conducted by Guiseppe Stroppa, with Gill Sheehan (violin) and ladies of the Philharmonia Chorus. Debussy, Mendelssohn. Royal Festival Hall (Tue) (020 3191; cc 020 8800). Berlin Symphony Orchestra conducted by Clemens Krauss, with Cecilia Olses (piano). Friedrich Schiller-Saal, Berlin. Hall (Tue) (030 8891). London Mozart Players conducted by Jane Glover, with Kim Woo Park (piano), Mozart, Beethoven. Royal Festival Hall (Wed) (020 3191; cc 020 8800). Dietrich Fischer-Dieskau with Hartmut Hübner (piano). Schimbart, Goethe. Queen Elizabeth Hall (Wed) (020 3191; cc 020 8800). The Philharmonia conducted by Roger Norrington, with John Lill (piano), Stravinsky, Rach-

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Monday October 10 1988

A two tier stock market

LAST WEEK'S decision by the securities offshoot of Barclays Bank to cut its dealing spreads in equities while reducing the size of the bargains it quotes on the International Stock Exchange's screen-based trading system caused predictable concern among the firm's competitors. Coming after a similar move by Phillips & Drew it also raises questions about the future structure of the market. With market makers ceasing to advertise the size in which they are prepared to deal with favoured clients, it begins to look as though we are creeping back to a form of dealing that was meant to disappear with Big Bang in 1986. The question is whether this amounts to a serious threat to the whole structure of the market.

On the face of it the UK equity market can no longer be described as genuinely transparent if two of the biggest integrated securities houses have gone down this route. Liquidity might also be expected to suffer, given that the same two are no longer prepared to accept an obligation to make firm prices in any size to fellow members of the International Stock Exchange. They have taken the view that their capital should be confined to supporting business with clients, not competitors. The result is that they will be less heavily exposed to adverse price movements or, to put it more crudely, they are less likely to be wrong-footed in a game of pass the parcel where far too much capital is chasing a declining volume of business.

Resentment

Put like that, it sounds like a case of the big boys flexing their muscles without regard to the wider impact on the market. Only those with a substantial market share can afford to cut themselves off from the possibility of unwinding a position with other market makers. But there are some who argue that the new dealing system was not operating with the degree of transparency and liquidity originally intended. Stories abound of market makers failing to deal in the advertised size and of resentment in some of the larger firms about differing

degrees of commitment to the market. If it was already a two-tier market, is it so damaging to acknowledge the fact in the way that Barclays and Phillips & Drew have done?

Whatever the rights and wrongs of that particular argument, there can be no doubt that institutional investors have so far come out of it well. The Stock Exchange estimates that there is excessive liquidity in relation to the requirements of the primary market in which industry raises fresh capital. And while less information may now be available on the screens, the obligation remains for Stock Exchange members to record the price and size of bargains on the exchange's Topic system.

Small trades

In the US the NASDAQ system, on which London's new market is largely modelled, has always operated on the basis of advertising firm prices for small trades. Anything of institutional size has been subject to negotiation, even if the Securities and Exchange Commission would be happier if it were otherwise. When the SEAQ system was first set up in London many Americans argued that quotations in size would not last in the face of serious competition. They will not be surprised by the latest turn of events.

Clearly a retreat from a more transparent market is a cause for regret. But it is probably the inevitable result of an immense and predictable increase in competition after Big Bang. The real problem is that a trend towards a polarised market, in which some deal with clients and others deal increasingly with their fellow market makers, is not sustainable. At some point market concentration will lead to a widening of spreads. As an often, with deregulation, the big battalions will come out on top.

Chile's transition to democracy

THE DEFEAT of General Augusto Pinochet in last week's presidential plebiscite has radically altered the political landscape of Chile and marks the beginning of a transition process. The logical conclusion should be the recovery of a much-prized tradition of democracy, so brutally interrupted in 1973 by the military coup that overthrew the Allende Government.

The circumstances are highly unusual. After ruling for 15 years as a military dictator, Gen Pinochet sought to legitimise a further eight years in office by submitting himself to a plebiscite. Having failed to win a majority vote, he is still constitutionally entitled to be president for another 18 months. Temporarily, such a constitutional provision ensures there is no vacuum of power, but it cannot obscure the fact that the regime's authority has been weakened and that Gen Pinochet is now under pressure to leave early.

No exact parallel

Recent instances of countries which have experienced a transition from military to civilian rule offer no exact parallel. Spain's successful transition, which has provided an inspiration throughout Latin America, was conditioned by Franco's peaceful death in office and the existence of an independent institution, the monarchy, committed to democracy. In Argentina the military in effect surrendered power to the civilians as a result of the Falklands conflict and the accumulated odium of abusing human rights and mismanaging the economy. In Brazil and Uruguay the military lost the will to govern against the background of demands for more accountable government. Chile, nevertheless, has one point in common with these countries: it has patently outgrown the need for military government. This is the underlying message of the plebiscite.

In the national interest, the ideal solution would be for the Government and opposition to initiate early negotiations on constitutional reform and the holding of parliamentary and presidential elections. This would give the clearest possible signal of the regime's good faith in the result of the plebiscite, and it would also defuse

the natural tensions latent in a society whose political activity has been artificially frozen for 15 years. The way the vote split roughly 55/45 in the opposition's favour cries out for dialogue. For its part, the opposition is not seeking a complete break with the past, especially on economic matters.

The initial statements from both Gen Pinochet and his ministers suggest the regime is going to delay any negotiation with the opposition as long as possible. They seem to be following the maxim that governments do not concede power: the opposition has to fight for power and win it. The 16 opposition parties acquired moral force from their victory in the plebiscite. This can be converted into political power only by the maintenance of a unified front with credible leaders.

Sophisticated society

There is bound to be a cat and mouse game over who makes the first move. Nevertheless, sooner or later Gen Pinochet cannot escape from the consequences of his own actions. Even if he had won, the 1980 constitution committed him to preparing for full parliamentary elections in December next year as part of a broad aim to introduce a guided democracy over the next decade. This was an unrealistically long timescale for a sophisticated society, whose very economic and social progress under Gen Pinochet has created the need for more accountable government.

Chile - unlike Argentina and Brazil - is favoured by a soundly managed economy which has been restructured with sufficient skill to ensure reasonable growth despite external shocks. Thus the political debate does not need to be distracted by economic issues which have so undermined and discredited the Allende Government in Argentina and the Sarney Government in Brazil. Moreover, the real message coming ever louder from Spain is that prosperity underpins democracy. On the other hand, any refusal by the Chilean military to accept that the rules of the political game have changed would be a recipe for instability which could jeopardise the regime's hard-won economic achievements.

Peter Riddell considers the challenges facing Britain's Conservative Party

Holding course for the 1990s

"THE REAL DANGER is that some people at the top of the party are becoming complacent. They're sure we're going to win the next election," one senior minister noted ahead of the Conservative Party conference starting at Brighton tomorrow.

For him, the dangerous mid-term period of the parliament is about to start. It is then that the ruling party's popularity tends to fall as controversial legislation is implemented and awkward economic decisions are taken. It is also then that parties can lose momentum and stumble.

Mr Peter Brooke, the Conservative Party chairman, needs little reminder of such dangers. He was in the early 1960s when the Macmillan Government, also a third term administration, came unstuck. His father, the late Lord (Henry) Brooke was involved in many of the controversies of that period as Home Secretary.

There has been little so far to disturb the confidence of most senior Tories. As the accompanying table shows, the party remains in as strong a position as in the autumns of 1980 and 1984, after the first 15 months of the last two parliaments. This is despite some recent narrowing of its opinion poll lead with renewed worries about the economy.

The Tories have also found plenty of ammunition in the complacency of the opposition parties. There has been the continued disarray among the centre parties; and the reaffirmation of a unilateralist nuclear defence policy by Labour last Thursday. The heavy-handed reminder of trade union power by Mr Ron Todd of the Transport Workers could have been devised by Mr Norman Tebbit, the Tories' former chairman, in one of his more muddled moments.

More fundamentally, most MPs of all parties believe that the Tories will win the next general election. This is also the view of 80 per cent of the electorate, according to a Gallup survey. Only 11 per cent believe Labour will win, including just 22 per cent of its own supporters. In autumn 1980, fewer than 50 per cent of voters thought the Tories would win. Even four years ago the number expecting a Conservative victory had only just risen above 60 per cent.

Matching this broader political confidence, the Government is driving forward with its ambitious legislative programme. The bill proposing a far-reaching shake-up of educational institutions and of local government finance have already been enacted, little changed by Parliament, with the House of Lords returning today to consider the bill to revive the private and socially rented housing sectors. Income tax rates have been slashed. And the privatisation of the

electricity and water industries will be in the Queen's Speech this November, with broadcasting deregulation a year later.

So the Thatcherite revolution is still in full flood. Mr Graham Mather of the Institute of Economic Affairs, the standard-bearer for the free-marketisers since the 1980s, jokes about losing count of the number of new converts to the market approach each day during the party conference season - most striking last Tuesday when Mr Neil Kinnock urged Labour to come to terms with the market economy.

Opposition leaders have been loudly searching for popular positions on which to outflank the Tories. The banners of citizenship, consumerism and a concern with "green" environmental issues have all been waved. But Mrs Thatcher and her ministers will undoubtedly take them up in Brighton this week, with, for example, the intensified drive on pollution control. Although there is argument over specific issues, there is so far no "big idea" on offer from the opposition to catch the imagination.

However, while the Conservative conference may this week seem at times bland and smug about its rivals, there are cross-currents of concern which will surface in ministerial speeches and at fringe meetings. There is little sense of complacency among the group of free market think-tanks which interlink with Whitehall advisers to press new policy initiatives.

Mr David Willetts of the Centre for Policy Studies notes that since so many of the ideas in the Conservative manifesto last year are rapidly being embedded in law, attention should turn to implementation. However, he detects among ministers and civil servants something of what he terms an "Oxford essay approach, in which after concentrating totally on completing one subject for a week, the focus then

should be to take forward the Thatcher revolution into the social arena - the health service, education, the environment and law and order. The application of a free market approach has been clear in much of the economy, with exceptions like the retention of mortgage tax relief, but the implications have been more ambiguous for social provision, partly because of public attachment to the welfare state.

Mr Mather of the IEA sees the Government's initial response to problems as seeking improved management - with the nationalised industries from 1979 to 1981. Only when the limits of managerialism have been seen are more radical solutions applied, as with the development of privatisation after 1982.

Similarly, the ministerial review set up last January in response to the protests over health service funding appears likely to produce an initially managerialist approach. The proposals are expected to stop well short of free-market ideas for changing the whole basis of financing the service advocated by some of the think-tanks.

In what will be a very interim report on the still uncompleted review, Mr Kenneth Clarke, the Health Secretary, is expected on Thursday to proclaim the virtues of the NHS. He will talk about improving it organically by managerial changes coupled with encouragement for closer private sector involvement.

The new, and unexpected, element in this debate on the social agenda is "the active citizen". This fashionable creation was devised by Mr Douglas Hurd, the Foreign Secretary. Mr Kenneth Baker, the Education Secretary, has taken in similar terms about increasing social cohesion. Some of the free-marketisers, such as the Adam Smith Institute and its anti-authoritarian sympathisers, are suspicious of these ini-

OPINION POLL RATINGS

	Conservative	Labour	Centre
Autumn 1980	37.5	44.5	14.5
Autumn 1984	41.3	32.8	23.1
Autumn 1988	43.8	38.5	10.6R.1

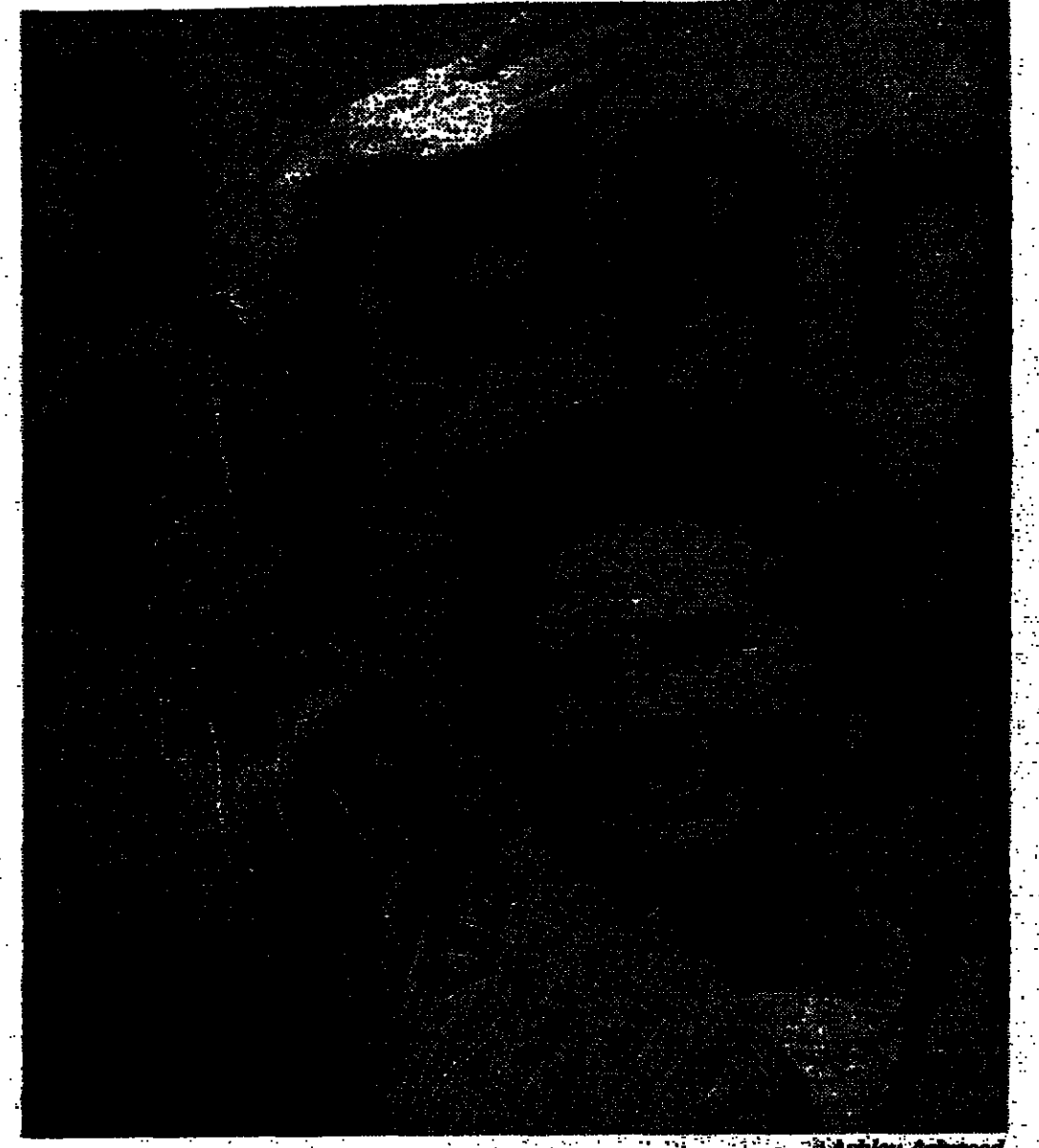
Opinion figures for average ratings over three months in period 22-26 months after a general election.
 Country figures refer to Liberals of 1980, SDP/Alliance in 1984, and Democratic SNP in 1988.
 Source: Gallup

shifts on to next week's topic. He believes the effort should now go into ensuring that significant numbers of schools opt out from local authority control and that there is a large-scale transfer of housing away from Town Hall management.

Looking ahead, a common theme is that while in its first two terms the Government tackled many of the most pressing economic problems in Britain, the priority now

isatives as smacking of traditional Tory paternalism. He notes the contrast between the law liberalising pub opening hours and the latest action to restrict drinking in public places. There is a similar conflict between liberalisation to promote choice and regulation to preserve standards in the debate over broadcasting.

However, the active citizen is seen by others, such as Mr Willetts, as representing a



Towards a fourth term: Margaret Thatcher

Ashtley Ashwood

reaction to the attitudes of dependency on the state engendered by the welfare state - the belief that no one has to do any more than pay their taxes. The theory is that while basic services like health and education will still be publicly financed, there is scope for individuals and companies to exercise social responsibility. All this is seen as an answer to Mr Kinnock's attack on the "me and now" nature of Thatcherism. It is very much in line with Mrs Thatcher's middle-class values, based on neighbourhood and family and deferred gratification. Indeed, by all accounts, her father, the late Alderman Roberts of Grantham, was an early proponent of the active citizen.

Some of these themes are expected to be reflected in Mrs Thatcher's address on Friday, and a speech by Mr Hurd looking forward to a fourth Tory term. At present, however, much of this talk is general and vague. There has been no detailed policy preparation in Whitehall, and the Brighton conference will be the first opportunity to see what Mr Willetts calls the "social aspects of the enterprise culture" means in practice.

In general, there is no sense of a party running out of ideas. Proposals are circulating on the privatisation of the coal and rail industries, on extending the ownership of capital, on reducing agricultural subsidies, on trade barriers, and on

private financing of public infrastructure projects.

Mr John Redwood, the former head of the Downing Street Policy Unit and now an active Tory backbencher MP, thinks that devising regulatory mechanisms for the conduct of business will be a key fourth term task now that the state has withdrawn from ownership of most of its previous industrial activities. He also argues that after an election will be the right time to adopt more radical health proposals and to take another look at social provision, "the dependency culture" and residential care for the elderly.

In the short-term, Mr Willetts believes there may be a renewed debate about supply side performance. Some of the talk earlier this year about an economic miracle has been overshadowed by worries over over-investment and the current account. Like Mr Mather of the IEA, he believes the focus may therefore shift back to the labour market - the continued attachment of employers to going rates of pay and comparability, the coexistence of continued high unemployment, even in areas like London, and shortages of labour, and problems of training and standards of staff.

Indeed, apart from hardy conference perennialists like law and order, and newer concerns like the scale of development subsidies, on trade barriers, and on

future of the European Community, much of the media attention in Brighton will be on the speech from Mr Nigel Lawson, the Chancellor, on Thursday. His message will be one of reassurance that the advances of the past nine years have not been undermined by current problems and high interest rates. The increase in voters' worries about the economy is so far still a small matter, rather than a storm. Mr Lawson retains the confidence of his colleagues, even if his Downing Street neighbours have reservations about it.

Yet all senior Tories agree that the key to retaining their dominant political position and dealing out any economic problems next year is economic prosperity. If that continues, there is little to fear from controversies such as those likely over the introduction of the poll tax, or community charge, and housing and education changes, or from slip-ups like the Westland affair.

There will be much fun in Brighton in the conference hall and around the fringe meetings watching the jockeying for the limelight of possible successors to Mrs Thatcher, like Mr Hurd, Mr Baker and the exile on the backbenches, Mr Michael Heseltine. But all bets in the political world are that Mrs Thatcher will fulfill the official conference slogan: "Leading Britain into the 1990s."

New business in Oxford

A small company in Oxford is doing rather well out of the current volatility in the oil market. MRC, which stands for the Marine Reporting Company, claims to be the only company in the world specialising in providing information on risk and credit assessment in the oil trading industry. It is based in Oxford partly because Stuart Kemner, the managing director, took his degree there. In politics, philosophy and economics, in the early 1970s, and partly because, he says, Oxford is now as good a location as any for a group engaged in international communications.

MRC was established three years ago to provide credit status reports on the many new entrants in a bigger way last autumn when it moved into scrutinising oil trading. The collapse in oil prices in 1986, according to Kemner, was the first indication that such a company was needed. The uncertainties in the oil market in the last few months have proved his point. The fall in prices, says Kemner, has made it much harder for the small oil traders to operate. In addition, the growth of screen trading has reduced the need for the middle man. The price can change, for instance, while the trading executive is in flight from London to Lagos. So you can do just as well by watching developments from Oxford.

Kemner claims to have found a niche business, but expects others to begin to compete in the near future. As oil moves away from physical trading, it becomes more and more a banking proposition, he says. Thus he forecasts that the clearing banks will shortly enter the field. Meanwhile, MRC continues to expand. Its staff has risen from 5 to 18. It is providing reports to the oil majors and

OBSERVER

was invited to send an observer to this week's conference of the American Petroleum Credit Association at Nashville, Tennessee. Kemner himself has been invited to talk to the Japanese Ministry for International Trade and Industry in Tokyo next month and the company is moving into other commodities.

One difficulty, Kemner admits, is knowing what to charge for reports. "Some organisations are ready to pay a lot of money for information," he says. MRC is about to take outside advice on this matter.

Old learning

Observers should have learned by now never to take information on trust, even from the most academic of sources. We wrote on September 29 that the University of Bologna, which is celebrating its 900th anniversary this year, is the oldest in the world, and the source assumed true. It is, in fact, the oldest in Europe. The oldest university in the world is the Academy of Qurayn at Fez, Morocco, which was established in 859 and is still going strong. There are nutcrackers, however, that a counter-claim to longevity might be mounted from Tunisia.

Baseball first

Baseball and politics do not mix. Or so it would seem from the scheduling problems surrounding the next televised debate between the US presidential candidates, George Bush and Michael Dukakis. We know that their second and final encounter will take place at Los Angeles, probably this week. But the precise date remains uncertain: everything depends on the outcome of the



"Now what am I supposed to read while you're at your wretched conference?"

American League baseball championship matches the red-hot Oakland Athletics and the much-improved Boston Red Sox. At the time of writing, Oakland had a 2-0 lead and could technically wrap up the best-of-seven series by today. In that case, the debate could go ahead on Thursday. However, if Boston should make a comeback and the series stretch to seven games, the debate will have to be postponed until Friday.

The uncertainty is largely the creation of Bush's own pitching staff, led by the former Treasury Secretary, James Baker, who can throw a curve ball as mean as anyone in American politics. It was Baker who deliberately scheduled the two presidential debates in the middle of the Olympics and baseball play-offs in an effort to reduce their TV drawing power. He knew that Bush is not a particularly heavy hitter on television, and as everybody now knows, neither is

his running mate, Daniel Quayle.

The Los Angeles debate suffered one further indignity: the original sponsor, the League of Women Voters, withdrew its support over the respective campaigns' attempts to control the rules and format, and declared it would not be "an accessory to the hoodwinking of the American public."

Explosive tax

The highest individual taxpayer in South Korea last year was the chairman of the company which makes torpedoes. According to the tax authorities, Han Yong Ja, one of Seoul's few female company chairmen, paid a total of 22.4m in personal income tax, beating the chairman of the national airline into second place.

In third place was Kim Seung Yoon, chairman of the diversified business group, Korea Explosives. "Dynamite Kim", as he is known, made a visible contribution to the Olympic Games by providing several spectacular fireworks displays. Spectators at the closing ceremony were sufficiently startled to wonder whether the noise might not frighten the North Koreans.

A report to South Korea's National Assembly says that the police have bought 1.4m tear gas shells since 1986 for use in student demonstrations. Their cost was undisclosed, but Han reported income of more than \$2m. Without doubt, 1987 was a bumper year for tear gas manufacturers, with millions of ordinary people joining the students demonstrating for democracy. Although the current year has been by no means totally peaceful, tax revenues from explosives are expected to be down.

Irish weather

Seen on a wall in Loyalist Belfast: "We will never forsake the blue skies of Ulster for the grey mists of the Republic."

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Steven Butler examines the likelihood of a crash in oil prices this year

How to survive in a glut of oil

This autumn, oil prices are at new lows almost every day, presenting what is beginning to look like the rerun of a bad movie: The Oil Crash of 1986.

Saudi Arabia has once again decided to flood the world with oil, creating alarm as revenues plummet in oil exporting countries. Expectations are growing that Saudi Arabia will hold the ground until the other big Gulf oil producers, which are vastly exceeding the quotas set by the Organisation of Petroleum Exporting Countries, fall into line. This could take weeks, more probably months, to be resolved.

Will the period ahead turn out to be a simple replay of the 1986 saga?

"No," says Mr David Grey, oil analyst at James Capel. "Nobody is worried about it this time."

That he admits is a slight exaggeration, but only slight. Shares of the major oil companies have declined, but they have fallen much more slowly than the price of oil itself and at a rate that cannot be compared with the steep declines of 1986. In fact, profits are still rising. Shares in independent oil companies, whose revenues are hurt most by the fall in crude prices, are booming.

Abu Dhabi and Houston are bracing themselves for a cutback in exploration programmes due to reduced cash flows, but no one expects to see the disaster of two years ago when oil service companies saw turnover slide by a third in just three months.

In 1986 the sudden collapse of prices was a great shock to the oil companies, which had built their operations on the assumption that prices would continue to rise from a plateau of over \$30 a barrel. The collapse caught the industry by surprise. Companies tried to trim costs at every level - slashing exploration budgets and postponing development projects. Many smaller independent companies ran into serious financial difficulty. In the UK virtually all oil companies, with the exception of Enterprise Oil, passed dividend payments. Oil producing countries and areas such as Texas and Scotland, became nervous as unemployment rose suddenly and property values plummeted.

For much of the rest of the world, the crash in prices was largely good news. Petrol and heating costs came down, inflation was tamed and interest rates declined. Economic growth was rekindled in the newly industrialised countries of the Far East where growth had begun to falter. And the industrialised countries of the world began two more years of economic prosperity.

But, if the oil price scenario of 1988 proves similar to 1986, the impact is likely to be quite different.

First of all, it has been seen before. 1986 did not turn out to be quite as

bad as expected. It proved relatively simple to calculate what oil companies would lose from the production side of the business. But what was not appreciated at the time were the compensating factors which boosted profits in other areas of the business or mitigated losses on crude sales. As crude prices declined, refining and marketing margins were increased because prices for refined products, both wholesale and retail, fell far more slowly. Tax regimes also proved more flexible than was anticipated, allowing governments often shared the burden of declining prices. The cut in exploration programmes also quickly reduced the scale of losses.

So, in fact, the big international oil companies did reasonably well in 1986. Profits fell in 1987, as the effects of the price decline worked through, but picked up smartly in 1988.

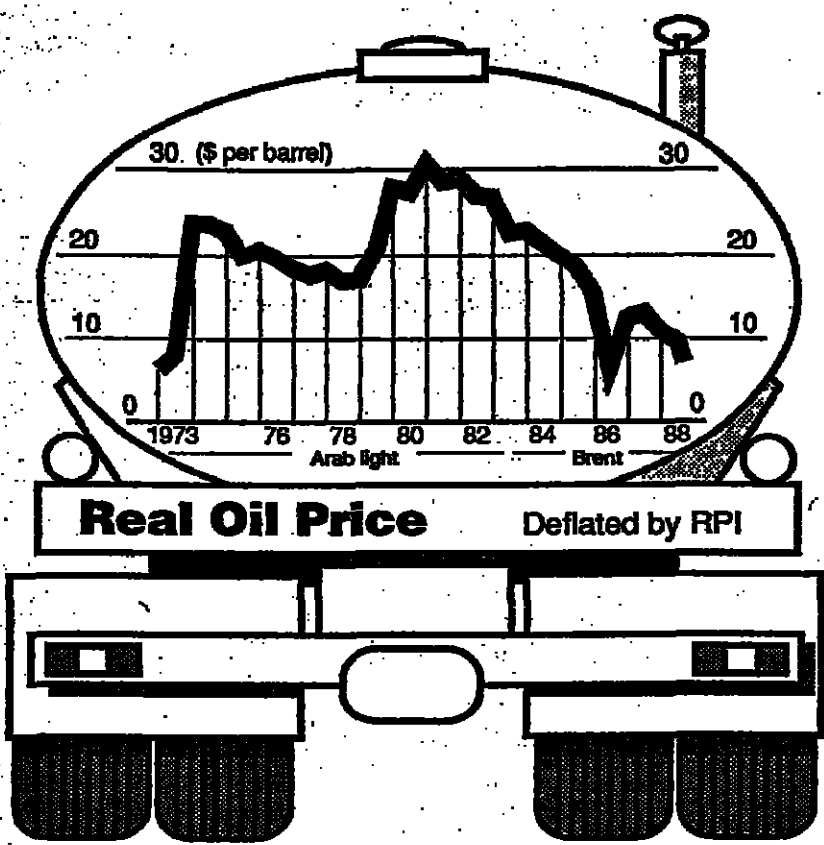
The second reason why a price collapse will have a different impact today is that oil companies are now much better prepared. They are leaner and fitter. Refining and marketing has been an area of thin negative margins for most of this decade. The process of rationalising and improving efficiency started before 1986, but has continued since.

Although the aggregate demand for petroleum products has not grown rapidly, changes in the composition of demand have worked to the benefit of oil companies.

Europe, particularly Continental Europe, still has surplus refinery capacity, but demand for transportation fuels, petrol and diesel, has grown rapidly. This has given good profits to companies which have installed upgrading facilities to produce more light petroleum products. They are selling more higher-margin products, and less low-margin products such as heavy fuel oil.

Most of the major companies have also boosted their investment in petrochemicals - which has paid off handsomely. Oil companies now have a new source of profit in an industry which, though cyclical, does not simply rise and fall with crude oil prices. Chemical profits have grown spectacularly this year, and while this growth is not expected to continue, chemicals should at least hold their own next year in the absence of a recession.

On the exploration and production side, operating costs have fallen sharply in the past two years, and are expected to continue falling more gradually as new technology comes into use. For example, in the North Sea development costs have fallen by nearly half the fall in demand has led suppliers to cut prices and new technology and design concepts have also reduced costs. North Sea exploration companies have grown accustomed to



Brent Oil selling at a relatively cheap \$15 (\$9) a barrel this year, and exploration programmes have been unaffected while many development programmes have moved forward. In the US, where oil exploration is less capital intensive, cutbacks have already taken place.

Sustained price weakness, at say \$12 a barrel or below, would probably lead to some retrenchment in North Sea exploration, and marginal development projects might be delayed. But the cutbacks would not be as wholesale as in 1986 unless companies revise their price expectations not just for 1989, but for the next decade.

Some independent oil companies have used the interlude of relative oil price strength to set up long term credit arrangements. Although reduced cash flow will lead to a cut in exploration budgets, this would in turn cause a drop in rates for drilling rigs and tempt many companies to come back in order to drill at bargain prices.

This is not, of course, to say that there will be no damage done by weak oil prices. Merrill Lynch Capital Markets has calculated that a \$1 drop in average oil prices for a year results in a \$1.5m decline in earnings for the six major oil companies - Chevron, Exxon, Mobil, Texaco, British Petro-

leum and Royal Dutch/Shell - unadjusted for the compensating factors mentioned above.

Within this group of companies, however, some are more exposed than others. Texaco stands to lose nearly a quarter of its income from a \$1 drop in the oil price, while BP would lose \$346m, or 12 per cent. Shell is by far the most resilient, losing \$386m per dollar drop, or 5.7 per cent, while Exxon comes in a close second, losing 7.5 per cent.

Mr Jeremy Elden, of Phillips & Drew, believes that BP could be forced to freeze or reduce its dividend should prices remain at current levels for a sustained period. Others disagree: they believe BP would ride it out by using its strong cash flow to keep dividends growing comfortably.

Fully half of BP's profits come from refining and marketing, chemicals, and minerals. And because they are highly geared to the oil price, BP's profits stand ready to zoom ahead should prices rise once again - as almost everyone believes they will, sooner or later.

The major oil companies are still able to pay dividends in the face of oil price weakness. This has underpinned share prices because yields look attractive.

In the independent sector, takeover speculation has caused prices to soar. Investors have apparently learned the lessons of recent years, that oil companies plan and acquire assets based on their expectations of what will happen in 10 years' time. While some companies, such as Shell, are pessimistic, others are continuing to pay prices for assets that assume a good deal of optimism.

Outside the oil industry, news of another steep drop in oil prices has been greeted with yawns. Economists say that a sudden, sharp redistribution of resources from oil producers to consumers should lead to a short term net decline in aggregate demand. This is because money that was being spent by oil producers will not be spent so rapidly by consumers. Eliminating jobs in one sector of the economy can be accomplished much faster than creating them in another.

This time, however, the absolute and proportionate size of the price decline is much smaller. Prices fell from over \$30 to less than \$10 in 1986 before recovering. The floor on prices may be lower this time, but prices do not have to fall so far to get there, having been below \$18 a barrel for the whole of the year.

Because the price drop will be proportionately smaller, every effect of the change will be smaller too. Phillips & Drew has calculated that a \$5 a barrel fall in oil prices lasting for a year would take a quarter point off UK inflation, take \$1m from exports, and lead to less than \$500m of lost government revenue. Sterling is unlikely to be strongly affected.

Consumers, at least in the UK, are unlikely to notice much difference in petrol prices, since duty and VAT together make up most of the cost at the pump, reducing the impact of crude price declines. From 1986 to 1987, UK pump prices declined by just 11 per cent, compared to a 27 per cent fall in the US.

If there is an oil price collapse in 1988, the effects would be concentrated on the countries heavily dependent on the export of oil. Those to suffer most would include Algeria, Indonesia, Nigeria, Venezuela, Indonesia, and Mexico - all countries with serious debt and trade problems that do not have the capacity to boost production to compensate for lost revenue. Their difficulties were dramatically illustrated last week by the state of siege declared in Algiers after food rioting.

Saudi Arabia, Iraq, Kuwait, and the United Arab Emirates, the countries most responsible for the current glut of crude oil, will also suffer as prices plummet. But they can at least comfort themselves that it remains in their strategic interest to turn on the taps in order to claim a bigger share of the world market, perhaps permanently.

LOMBARD

Sad omens for fifth TV channel

By Samuel Brittan

Douglas Hurd, the British Home Secretary, spoke earlier this year of "well-heeled, articulate interests adept at identifying their own well-being with the public good." Yet, unless we receive a pleasant surprise these interests look like prevailing in the finance of the fifth UK terrestrial television channel, to be announced in the forthcoming Broadcasting White Paper.

If, as is all too probable, the channel is to be entirely advertising-financed, then we should give a thumbs-down signal to the white paper. It will be a sign that the Government, in broadcasting as in some other areas, cannot distinguish between genuine market forces and just giving in to commercial pressure.

The best basis for assessment is to bear in mind that there are three known methods of payment for television: advertising, pay-TV, and tax finance. Each has drawbacks.

Advertising finance has a bias towards the mass market and is not sufficiently sensitive to consumer preferences. Pay-TV, in which viewers pay directly per channel or per programme, runs into public goods problems - in other words, viewers are excluded who could be supplied at little, if any, extra cost. Tax finance, of which the BBC licence fee is a form, has all the well-known problems of government subsidy and public sector involvement.

The way to overcome these drawbacks is to use a mixture of all three methods, so that the strong as well as the weak aspects of each are experienced. The yawning gap at present is the absence of pay-TV, which alone of the methods provides a direct link between viewers and programme channels.

There is no justification for confining the direct consumer market to those people prepared to invest in satellite dishes when the restriction is not technically necessary. It is also ironic that the Government should be trying to nudge the BBC into subscription finance but not adopting this method for the fifth channel, where the case for it is far stronger.

Even leaving the winning applicant to decide on his own form of finance would be a pseudo-market solution, as it would be an abdication of the Government's duty to set the ground rules under which competition and choice can flourish.

One reason why there is support for an advertising-financed fifth channel is pressure by some advertisers who grumble about the "cost" of advertising time. Minimising the price of advertising time is hardly a sensible object for broadcasting policy. Even if it were, the strategy is misplaced.

The only way to reduce the price per viewer minute would be either for the advertising channels to make major inroads into the BBC's half of the television audience or to increase the number of permitted advertising minutes. The latter would not necessarily be in the viewer's interest.

Another motive is to protect British Satellite Broadcasting for its first few years from the competition of a terrestrial subscription system. This smacks of the discredited industrial strategy of the Government picking favoured companies - so-called winners. The relative merits of rival subscription systems are surely for the viewer to decide. The role of policy should be to facilitate the functioning of a competitive market in which rival services are possible.

The Peacock Committee linked its support for deregulation and competition with an opposition to paternalism. Its approach to broadcasting was based on the US First Amendment which outlaws pre-publication censorship. The recommendation has not only been rejected. Policy has moved towards greater censorship, as we see in the new Broadcasting Standards Council.

A decision not to finance a fifth channel by subscription would be a further retrogression. For it would signify that the Government has rejected a genuine consumer market, even within the confines of the type of programmes which Mrs Thatcher and her advisers think that the British public ought to be allowed to see.

LETTERS

Al Saudi Banque: a 'bizarre' solution

From Mr R. Monro-Davies
Sir, Lex (October 6) comments on the failure of Al Saudi Banque. Although full details are still not available, this is an extraordinary story which will surely rank with bank failures as notorious as those of Herstatt, Schroeder Mounchmeyer Hengst, Penn Square and Johnson Matthey.

Al Saudi's most recent annual report is for the year ended December 1986, which showed that it had loans outstanding of \$80m. Since that time it appears that, through a combination of provisions for loss reserves and the fact that it had private sector lending decisions in both France and the Middle East, the bank has lost approximately \$200m, or almost half the value of its total portfolio. This is not a record, as Penn Square lost nearly 80 per cent of its loans, Matthey which managed to lose a trifling 40 per cent.

Al Saudi's problems will have been known to the French banking regulators for at least a year, but it seems

they continued to hope that its shareholders would provide the funds needed. Who the real shareholders are is not officially known; they are represented by fronts in Curacao and Luxembourg. However, it is now apparent that they are either unwilling or unable to come up with the funds required.

The Bank of France has already proposed a number of schemes and not surprisingly - as a great deal of money is involved - has thereby caused considerable annoyance and debate. It now seems the Bank is mandating a solution which verges on the bizarre.

All depositors with Al Saudi who placed their funds from France are to sustain a part of the loss. All depositors from abroad are going to be repaid in full while the remaining shortfall is to be made up by all the banks in the French banking system.

Central bankers are always keen to cover their mistakes by declaring their actions to be in the national interest, and the Bank of France is no exception. It is clear that anyone placing

funds with Al Saudi was either doing so because they did not know what they were doing (how could they if they had not seen figures for over 20 months?) or because they were confident the shareholders would bail the bank out.

In this they were either incompetent or wrong. In any other field of commerce they would be expected to pay the penalty for their error. However, in this case, if they are fortunate enough to have placed funds from a source outside France, they get off scot-free and, even if they placed them from France, they are going to be subsidised by the rest of the French banking system.

It must also be open to question whether a state-controlled entity such as Thomson, which had apparently placed the extraordinarily large sum of \$70m with Al Saudi, should be involved in the management and control of the rescue. Why should some unfortunate bank in Lyons be required to subsidise Thomson?

Every time a bank fails, bank depositors at risk of loss

scream that this particular case is special, and justice, the national interest, protection of civilised values, demand they should be bailed out. It is encouraging to note in this instance, though, that at least some depositors are going to bear the cost of their mistakes.

Nevertheless, the exemptions make no sense at all. The Bank of France has argued that it wants to promote the development of Paris as a financial centre. The logic of what it has now done, however, is that all deposit-placing institutions at present based in Paris should not only move out of France altogether but also place their funds with the dodgiest French institutions they can find.

They may do this in the full confidence that the Bank of France has set a precedent that the rest of the French banking system will bail them out if necessary. This is the logic of Cloussier, not of Descartes. Robin Monro-Davies, Managing Director, IBCA Banking Analysis, 1 Eldon Street, London EC3

More arguments against contingency fees

From Mr C. Dillaway
Sir, The case against contingency fees made by Derrick Owles (October 3) is an legal and ethical grounds. To my mind the practical considerations make a far stronger case against contingency fees.

A contingency fee system would have a distinct tendency to follow certain American practices that the English courts have always thought undesirable.

Contingency fee lawyers do not back losers. In an attempt to avoid taking on losers, US lawyers can have access to a system which provides them

with greater information by the taking of dispositions.

Armed with so much evidence from his own client - as well as from the other side - what lawyer on a contingency fee can do other than cut his losses, ie push his client into a settlement or press on with a racing certainty.

A contingency fee lawyer in these circumstances has too much power; for all practical purposes, his decisions almost decide the case - thereby robbing the supremacy of the courts.

Any contingency fee lawyer who adopts an entrepreneurial

approach can use the greater insight into the facts that the system gives him to search for new causes of action.

It cannot be desirable to give lawyers a financial interest in creating litigation.

Business is all a matter of agreement and lawyers should be as evenly remunerated for creating sound agreements as they are for resolving disputes. Aggression is a stranger to the fair resolution of disputes.

Contingency fee lawyers have to take a swings and roundabouts approach to their cases. Roughly translated that means that the winners pay for

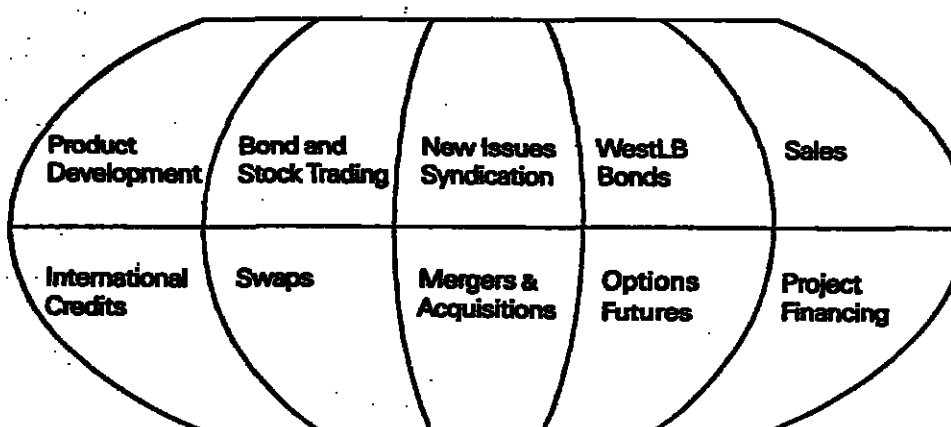
the losers' lawyers. Someone has to pay for the losers' lawyers but it is difficult to see how the winners paying has any virtue over the various other possible arrangements.

As Derrick Owles points out, it is fair justice that is needed - not justice at any price.

The Civil Justice Review has shown a way forward that needs to be tried before we put English lawyers under the pressures usually reserved for door-to-door salesmen. Cliff Dillaway, 'Highcroft', Gunhouse Lane, Stroud, Gloucestershire

I trust that our efforts to impose limits on the fee charged will provide some guidance for UK lawyers in their own consideration of the contingency fee system. James T Hendrick, Thelen, Marrin, Johnson & Bridgess, 2 Embarcadero Centre, San Francisco, CA 94111

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John Foord

FINANCIAL TIMES

Monday October 10 1988

MORGAN GRENELL UNIT TRUSTS

Things that bad dreams are made of

THE jacks will be out in the press gallery on October 10 but nothing will happen and maybe even the market will go up...

There are few with the wit and perspective of Mr John Phelan, NYSE chairman, who was more involved than most at the time of the crash and in the 12 months since.

Underpinning his confidence is the belief that the market structure proved itself to be surprisingly robust. Member firms who have suffered from the lack of volume in the equity market have been able to compensate with their mergers and acquisition activity...

Mr Phelan is happy that the regulators did not come down on the exchange hard after the crash and that the industry has formulated its own crisis management policies.

More work needs to be done on, for example, co-ordinating clearing and settlement between market segments, but the mutual finger-pointing between the futures markets in Chicago and the cash markets in New York has given way to workable co-operation between market segments.

Another possible area of innovation is the discussion within the exchange about developing basket products. The third presentation of ideas was made to the NYSE board last Thursday.

Current thinking centres on a product allowing investors, even private investors, to trade standard portfolios based on the Standard & Poor's 500 for example.

Mr Phelan says the concept of trading portfolios whole is interesting but he has some doubt at this stage of discussions about whether a system could be set up which would lead to continuous trading of baskets of stock.

On the present sluggishness of activity, Mr Phelan does not expect much change this year. But the exchange and its operations team is working on the assumption that volume may pick up by perhaps 5 per cent next year and by 10 per cent next year thereafter.

Mr Phelan says the ironic thing about the October market break was that investors suffered not because of their propensity to take wild risks but that they were perfectly hedged against disaster. Portfolio insurance, or so many believed, would allow them to get out of the market. It didn't, but investors will continue to look for alternative safety nets, new derivative instruments and computerised methods to protect their portfolios.

UK CHANCELLOR ASSESSES THE FIGHT AGAINST INFLATION ON EVE OF PARTY CONFERENCE

Lawson speaks up for EMS role

By Peter Riddell and Simon Holberton in London

THE UK Government's fight against inflation could have been helped by full UK membership of the European Monetary System, Mr Nigel Lawson, Chancellor of the Exchequer, said yesterday.

In an interview with the Sunday Telegraph in advance of the Conservative Party's annual conference, which opens in the south coast resort of Brighton tomorrow, Mr Lawson said membership of the EMS might have afforded two advantages to the Government, although he admitted that "we don't know how exactly British membership would have worked out in practice."

The first was that business and industry would have known that devaluation was not an option for the Government and this would have acted as an important financial discipline on them; and, second, financial markets would have known that there was not going to be a "substantial hike in sterling" because currency

movements in the EMS were small and relatively infrequent. Mrs Margaret Thatcher, the Prime Minister, is opposed to Britain joining the EMS fully and has said Britain would become a full member only when the time was right.

In another interview, on commercial television, Mr Lawson said that the Government would retain high interest rates for "as long as is necessary to get on top of inflation." He added that if the pound fell the likely reaction would be a further rise in interest rates.

Mr Lawson admitted that, with the benefit of hindsight, if he had realised how strong the reassurance in his main conference speech on Thursday that the improvement in Britain's economic performance has not been affected by the recent deterioration in the inflation and trade figures.

The annual inflation rate is expected to edge up to around

6 per cent in figures published on Friday. Mr Lawson conceded that no further progress had been made in the past five years in reducing the inflation rate.

The Chancellor's economic approach was strongly supported over the weekend by a number of senior Tories, including Mr Leon Brittan, who is shortly to leave the Commons to become a European Commissioner, and Mr Terence Higgins, the chairman of the Commons Treasury committee.

In the hour-long television interview Mr Lawson said he had no ambition to be Prime Minister and put himself on the side of social liberals by objecting to "a bossy or nanny state" in relation to private conduct.

Ahead of the Brighton conference, party managers are aware of the need to respond to rank-and-file concern over law and order and the environment as reflected in the large number of motions submitted for debate.

Ministers will seek to provide reassurance about Government policy on punishment and crime prevention, and about tight restrictions on new building in the south-east of England. Mr Nicholas Ridley,

the Environment Secretary, will strongly defend the Government's record on "green" issues like pollution control.

The vogue term at the conference looks likely to be the "active citizen." Coined by Mr Douglas Hurd, the Home Secretary, it is expected to be taken up by Mrs Thatcher in her closing address. Her advisers have been saying that she will stress the role and responsibilities of the individual citizen, not only in combating crime but in voluntary and charitable activity. She will say that such opportunities have been increased by the country's prosperity.

Mrs Thatcher and other ministers are aware of the need to deal with any worries about the economy. Mr Lawson yesterday emphasised that the Government's economic and fiscal policies were directed towards improving the performance of the British economy over the medium to long-term by providing more incentives. Tax policy was not about managing the economy from day to day or week to week, he said.

The Chancellor agreed that Britain shared with Italy the highest inflation rate among the Group of Seven major industrialised countries. Holding course for the 1990s, Page 22

Mexico hints at price war as Gulf oil sales to US increase

By Richard Johns in Mexico city

MEXICO HAS given notice that it will take "necessary measures" to defend its share of the world oil market in the face of price-cutting and greater competition by the Gulf states.

A joint statement issued at the weekend by the Ministry of Energy and the state-owned oil corporation, Petroleos Mexicanos (Pemex), emphasises, in particular, that Saudi Arabia had become the leading supplier to the US, ahead of Mexico, Canada and Venezuela.

Iraq was also singled out for its recent incursions into the US market. Release of the statement followed a three-day meeting of the Foreign Petroleum Trade Committee, which groups senior officials of the Ministries of Energy, Finance, and Planning and the Bank of Mexico.

The statement gave no hint about the sort of retaliation Mexico might be contemplating or what it could do in the

event of any erosion of its traditional share in the US, which, the statement pointed out, was the "only market in which exports are expanding with dynamism."

The committee was understood, however, to have examined the option of joining the "price war."

Mexico has been exporting this year at a rate of 1.325m barrels a day of crude and 30,000 b/d of petroleum products, a level set largely in solidarity with the failed attempt by the Organisation of Petroleum Exporting Countries (Opec) to restrain its collective production within a notional 16.6m b/d ceiling.

In Government circles, there has been a bitter sense of resentment and betrayal over Opec's failure to limit output in support of an oil-reference price of \$18 a barrel, and, worse, the resumption of the "price war" which proved so damaging to producers' interests in 1986.

Such sentiments would have been reflected in the message - the contents of which have not been revealed here - sent to Opec last week by President Miguel de la Madrid and Mr Fernando Hiriart, Minister of Energy.

There is increasingly grave concern about the implications which the price collapse will have for this heavily indebted country's balance of payments and its growing fiscal deficit.

To maintain exports at the current levels, Pemex last week announced retrospective price cuts for three crude varieties, varying from 57 cents to \$1.80.

Isthmus Light shipped to the US, which accounts for almost exactly half Mexico's crude oil shipments, was lowered to \$12.91. Last week, Mexican oil sold on the stock market oscillated around \$9, the lowest level since August 1986. Pemex pointed out, indicating that a further drastic reduction for October may be inevitable.

Politburo endorses expansion of trade

Continued from Page 1

On the flexible combination of national interests with further extending the independence of enterprises on the foreign market, the control in developing their foreign trade activities, and the stage-by-stage convertibility of the rouble," the announcement says.

While the priority will be for developing trade with other Socialist countries within the Comecon group, the result of "perfecting the economic mechanism of socialist economic integration" should be "the formation of a market of Comecon member countries."

"It is envisaged to develop

new forms of co-operation - direct ties between enterprises and organisations of the USSR and (fellow Socialist) countries, the setting up of joint ventures, international enterprises and organisations."

Expansion of the Politburo decision coincided with a prominent article by Mr Lev Yermin, the deputy premier of the Russian Federation, the biggest USSR republic, calling for increased trade efforts by Soviet organisations.

He admits that Soviet joint venture proposals have not met with great enthusiasm from foreign partners. "Some entrepreneurs relate with dis-

trust to these new forms of co-operation," he states, "believing that in a system of centralised planning, it is difficult to co-ordinate these two types of property ownership."

The deputy premier criticises excessive Soviet bureaucracy for discouraging Soviet business trips abroad - pointing out that nine times more foreign businessmen and women visit the Soviet Union than vice versa.

Mr Yermin, chairman of the Agro-industrial committee of the Russian federation, says that a decision has been taken to step up the sale of licences for Soviet technology abroad,

Algerian police vow to suppress riots

Continued from Page 1

only became active involved in the current wave of violence last Friday. Some of them are armed with guns, which has provoked a harsh response from the security forces. Earlier in the week the mostly young people who were demonstrating were armed only with stones and the security forces had strict orders to use the minimum force.

In Oran on Saturday, the Sunday editions of all newspapers carried a communiqué from the military command that said conditions were

returning to normal but promising tougher law enforcement.

"The command charged with restoring law and order intends to intensify its efforts further in order to restore in the shortest possible time normality in all state-run institutions, in all educational, social and professional fields," the communiqué said.

All emergency measures, such as a nightly 10pm to 7am curfew, remained in force.

The Minister of the Interior, Mr El Hadi Khediri, confirmed on Radio Algiers at the weekend that the rioting had spread

to other cities. The authorities were determined to "use all methods to re-establish calm."

In the western town of Mascara, residents said four people were killed and 10 wounded in clashes on Saturday.

Meanwhile, hundreds of Algerians living in France marched in Paris yesterday to express support for the rioters.

Most of the protests have been aimed at government-owned shops and offices, especially in buildings associated with the National Liberation Front, which has ruled Algeria since independence in 1962.

WORLD WEATHER table with columns for location, temperature, and other weather data.

First Boston merger plan

Continued from Page 1

ering among its shareholder firms. Instead of concentrating on new business, top management were devoting time to internal politics and to sorting out how to divide the profits.

On top of that, CSFB was increasingly finding itself being head to head for business with First Boston. With the removal of controls on capital movements around the world, potential borrowers could no longer be expected to limit themselves to their domestic markets.

The case for the Tokyo market

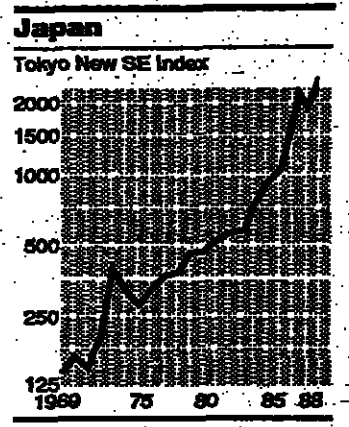
There is a distinctly nervous air about the Japanese stock market these days.

Even the big Tokyo brokers, scarcely bestrich by nature, confess to bouts of short term pessimism. Indeed, though the broader framework looks healthy enough - inflation worries subsiding, the discount rate at a post-war low, and earnings forecasts being revised up again - the market faces a tough period. There is this month's \$130n NTT sale, now in the pre-selling stage and going badly; there are next month's US elections; and perhaps most important, there is the surely imminent death of the 87-year-old Emperor. This is unknown territory. The Tokyo exchange will certainly close for a day, perhaps two.

On reopening, the market is duty-bound at least to dip as a matter of courtesy. Thereafter, much depends on the decorum which the broking houses have already been officially instructed to observe. Since last October the market, deprived of the automatic gains of the previous five years, has been unusually dependent on brokers' ramps, the classic instance being the steel sector. It is widely expected that such bouts of enthusiasm will count as head form for weeks after the Emperor's death, and maybe for months.

The consensus is that this may at worst result in a 10 per cent correction by the turn of the year, and that the real economy will then reassert itself. But this brings us back to the old conundrum - how to establish fundamental value for the Japanese market as a whole.

Recent events in Taiwan are a reminder that economic growth is not enough; the question is what rate of growth the market is discounting.



Japan Tokyo New SE Index

faller for it in the past in New York or London. But in the Japanese context, it is undeniably persuasive. As the economy slows down, it is entering a mature, cash-generative phase. Ten years ago, the primary assets of Japanese institutions were equal to five years' gross national product; they are now equal to two, and rising. All this money, says the theory, has to go into equities, and Japanese equities at that. Property is too dear - indeed, has already peaked this year - and bonds do not provide the return investors are used to. Foreign equities are not the answer: even if the Japanese institutions know how to buy them, they would have no incentive, because of the strength of the yen - which, after all, has lost the insurance companies \$30bn over the past two years in US Treasuries. Demand for Japanese equities is therefore guaranteed; and with the supply of new equity limited by the natural prudence of the Japanese corporations, the market has nowhere to go but up. If it all sounds too good to be true, remember that it has worked for 20 years; if a market rises continuously against the apparent fundamentals, the fundamentals have been wrongly identified.

cent in the crash, which is quite enough to be getting on with. The psychologically important event - the economic declaration of independence, as it were - came not in resisting the crash, but in recovering from it. The institutions are still internally confident that they can resist short-term weakness; foreign holders, the most volatile component of the market, have around 3.5 per cent of the total, and Nippon Life accounts for more than that on its own. But no one supposes that the system, however powerful, can buck the trend. Tokyo is now on a footing with Wall Street and London - indeed, from trying year, and wondering what comes next.

Wider implications of the yen's strength are not being fully appreciated. The yen's strength is a double-edged sword. It is a source of pride, but it is also a source of worry. It is a source of pride because it is a sign of the country's economic strength. It is a source of worry because it is a sign of the country's economic weakness.

None of this is foolproof. There are basic changes afoot in Japanese society, reaching beyond the fact that the industrial miracle - and the great days of export - are probably over. The Tokyo brokers are currently fond of arguing that the Japanese consumer, 30 years behind the sophisticated societies of the US and Europe, is tired of hard work and austerity and wants a share of the gravy. This is meant as a compliment for leisure and fashionable goods, but, if considered in terms of the Japanese propensity to save and to work, it is perhaps the most profoundly bullish point of all. It is not yet widely appreciated. In the meantime, it is hard to quarrel with the view that, short-term weakness apart, the market is essentially safe. The snag is that, in the absence of fundamental yardsticks, it will be tricky to judge when the short-term weakness has run its course. If it all comes back to liquidity, it also depends crucially on that liquidity being bottled up in Japan. That in turn depends largely on currency; so, for foreign investors, especially, the motto is: watch the yen.

Wrong grounds

It is now clear that those outsiders who argued a year ago that Tokyo was not expensive did so on the wrong grounds. The basic argument was in two parts: that the Tokyo market could not fall because the Japanese system would not let it, and that Japanese p/e ratios were in any case misleading because overstated. The first has had an especially pernicious effect: it is now widely believed outside Japan that the October crash was artificially averted, and is therefore still stored up waiting to happen. But the Tokyo market fell by 21 per

P/E's do not count

The argument about p/e ratios is more curious again. With perseverance and ingenuity, it is possible to restate Japanese earnings in a way which makes the market cheaper than Wall Street. But all this is strictly for foreigners. P/e ratios became important in Japan 20 years ago, when US investors first moved into the market, but fell from use in the early 1980s as the bull market made them increasingly meaningless. A recent popular variant for foreign consumption is the gap between the earnings yield on equities and the actual yield on bonds. Like the yield gap in London, this is comforting because it was well above its historic range just before the crash, and is now back within it. But besides being intellectually dubious, the measure is scarcely heeded by Japanese investors themselves. What does appeal to investors, and indeed matters profoundly, is the liquidity theory. Restated as the weight of money argument, this has little appeal to those who have

Mac the Knife cleans up in Irish tax amnesty

By Kieran Cooke in Dublin

THE PEOPLE of Ireland have decided to come clean. In last January's budget, Mr Ray MacSharry, Minister for Finance, proposed an amnesty for all tax dodgers, beginning on October 1.

The Government expected the amnesty to bring in £200m (\$43m) in extra revenue. At the weekend Mr MacSharry announced that the amnesty had brought in £250m, nearly 17 times the original Government estimate.

The windfall tax revenue has transformed the Government's finances and means that the expected borrowing requirement, as a proportion of gross national product, will drop below 5 per cent this year compared with the 8.2 per cent forecast in last January's budget.

Any hopes of cuts in Ireland's tax rates, among the highest in Europe, or a relaxation in the Government's economic austerity programme were firmly squashed by Mr MacSharry.

"We are still living beyond our means. The national debt is now in excess of £20bn and it has to be reduced. The benefit of this extra money is that we have to borrow £240m or £250m less this year. The net benefit of that is the saving of about £40m or £50m in interest repayment. But that is out of a total of up to £22bn in debt service payments," said Mr MacSharry.

The Minister for Finance, known as "Mac the Knife" following his implementation of a wide range of government cuts, is expected to leave Ireland within the next few weeks to take up a largely tax-free post in Brussels as Ireland's next EC Commissioner.

Critics say the tax amnesty figures show the Government has clearly miscalculated the amount of tax avoidance which has been going on throughout the economy.

Over the past few weeks Irish banks and building societies, particularly in country areas, have been reporting outflows of funds.

In some cases, substantial amounts of money were paid to the Revenue authorities: one single payment of £500,000 is said to have been made.

Di Giorgio Corporation

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The undersigned acted as financial advisors to Di Giorgio Corporation in this transaction.

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October, 1988

FINANCIAL TIMES COMPANIES & MARKETS

Monday October 10 1988



Dangers of the echo chamber strategy

By Anthony Harris in Washington

THE BATTLE of the Pymies which passes for a US Presidential election goes on getting nastier. On the Republican side this seems to have been written into the script from the start; the Vice-President entered the campaign with such a low public reputation that his managers have concentrated on trying to generate an equal contempt for the almost unknown Governor Dukakis.

Mr Dukakis ploughed for some weeks with his worthy but boring message of bureaucratic competence, which is what he genuinely does seem able to offer; but as this approach has failed, he has been panicked into joining Mr Bush in the gutter. He is not much good at it, though. Mr Bush has an astonishing record of proved incompetence: he seems at some stage to have been in charge of half the major crises still facing the US, from drugs to the collapse of the savings and loan movement. The attack on him, though, is concentrated not on his record but on his choice of a running mate.

This is all pretty worrying, unless you believe that the lucky streak which has brought nearly six years of growth, and now a steady improvement in the so-called twin deficits, will last for ever; for it seems clear the next President will be limited to muddling through, whoever wins.

If it is Mr Bush, he will come to office with almost nothing by way of a mandate - half the issues he discusses, from the pledge of allegiance to school management, are not the concern of the Federal government at all. This can only increase his difficulties with a hostile Congress - not a promising way to approach difficult choices. Such choices cannot be avoided, even if the basic US adjustment goes on smoothly, because budget-making is going to be a blinding headache for some years.

Mr Dukakis would have a somewhat clearer programme, and he has potential friends on Capitol Hill; but very few of them have yet joined in the campaign. This suggests that he would have the same problems in working with the legislature which plagued President Carter and indeed President Kennedy, so his programme would still be in trouble. On the showing of the campaign, this does not look any great loss, but that is as much a judgement on the campaign team on the candidates; the strategy on both sides is to avoid talking about the issues.

On reason for this is the experience of the Mondale campaign four years ago, confirmed by the primary campaign of ex-Governor Babbitt. Everyone knows it will be next to impossible to reduce the Federal budget deficit without some fairly hefty tax increases - a conclusion confirmed only this week by the Business Council, the conference of the most important American chief executives. The two candidates, however, are thought to have proved that it is political suicide to admit this simple truth in public.

What we are seeing, though, is worse than evasion. Both candidates are taking positions which they would not support in a private conversation, because they are allowing their speeches to be written, in effect, by their opinion pollsters. This is not leadership but followership.

Mr Bush harps on prison furloughs and the flag because these issues have played well in polls; privately he is a humane and sophisticated man. Mr Dukakis is attacking Senator Quayle, and trying to arouse alarm about foreign investment, for exactly the same reason, despite the fact that he is even more inexperienced than Mr Quayle, and that as a Governor he has done his share of huckstering to attract these same investors.

This new Democratic thesis is bad economics, and probably bad politics too. It seems to have been triggered by a study which monitored the reactions of a sample audience at the vice-presidential debate, second by second. This showed that Senator Bentsen, Mr Dukakis's running-mate, achieved his biggest electronic triumph when he talked about foreign investment. However, Rep Richard Gephardt played the same tune in the Democratic primaries, and his experience suggests that the fear of foreign investors is an instinctive twitch rather than anything deep-seated.

The bad economics was neatly demonstrated by Mr Dukakis, when he launched his own attack in a motor components factory which happens to be Italian-owned, though he did not know it. The Moog concern was taken over, and no doubt owes a good deal of its success to Fiat technology, and to Fiat-financed expenditure on plant and development.

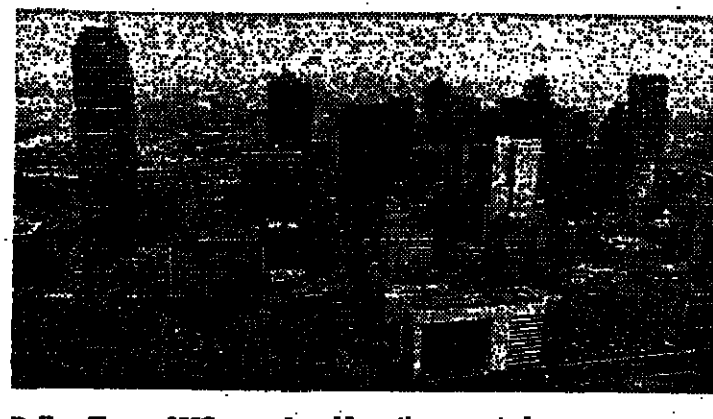
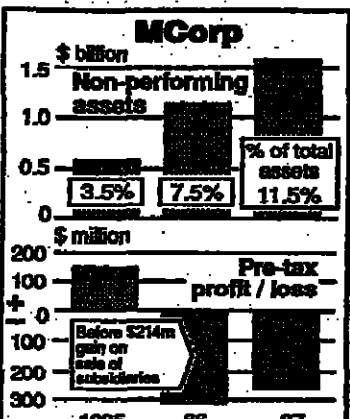
Foreign takeovers are not done on the cheap, as the Democrats argue - try that on the shareholders of Midland Bank, who bailed out the shareholders of Crocker at such expense, or of Pillsbury, the big US food group, who have just seen their holdings virtually double in value thanks to a bid from Grand Metropolitan of the UK. These deals are done because the US looks a very attractive place to do business, thanks to a realistically-valued dollar. The new proprietors usually have to spend heavily to justify the price they paid in the first place.

Many other plants have been built from scratch by foreign owners, who thus avoid the risks of over-priced takeovers. These include the Japanese car plants which took a 10th of the market for US-built cars last month - nearly double the share they held a year ago - and also build some leading-edge US-badged models, such as the Ford Probe. Without such direct investment the US trade balance would be noticeably weaker even at this stage, and so would the current boom in investment in new plant. The benefits to the US economy will be much bigger before long.

Governor Dukakis certainly knows that he is talking nonsense; he really does understand business issues of this kind. Indeed, he has recently been attacked by the United Shareholders of America, a pressure group financed by Mr T Boone Pickens, as a management man, a lackey of the Business Round Table, and thus an enemy of corporate raiders, asset-strippers, and others concerned to enrich shareholders. This is probably the one really accurate charge now being made against him, but the Bush campaign is would to take it up.

Does it matter if the candidates campaign on slogans which they privately despise? In one sense it does not; they are unlikely in office to sponsor legislation which they regard as damaging. It cannot be guaranteed, though, that there are no damagees in Congress who might be willing to amend them of their rhetoric. More important, though, is the lack of leadership on both sides.

The next President will confront the real problems of the future from a position of weakness, and any unpleasant cures will leave the more simple-minded voters feeling cheated. The more thoughtful already know that this is a campaign of evasion, and there is already talk of reforming the electoral process



Dallas: Home of MCorp and problematic property loans

Then there were none

With Friday's news that MCorp, the second largest bank in Texas, had asked for government financial assistance, the state's banking industry has set an unenviable record. Apart from two groups which managed to sell out before their full troubles became apparent, every major bank and savings institution in Texas has now effectively failed.

The fact that MCorp, which was widely regarded as the best managed and most conservative bank in Texas, had to concede defeat in its battle for independent survival was strictly speaking not a surprise.

The vultures had been circling since the summer, when First RepublicBank, the biggest bank in Texas, was finally closed by Federal regulators and sold to MCorp of North Carolina.

Although MCorp's management, and even some of the analysts on Wall Street, insisted until the end that this bank would stand out as an honourable exception in the unbecoming history of Texas banking, investors had long since voted with their feet. MCorp's share price, which fell from \$1.50 to \$0.75 on Friday, had been signaling for several months that shareholders had given up hope of salvaging anything worthwhile from their investment in the bank.

But even if it caused no surprises in the stockmarket, the fallout of MCorp could have a major impact on the US banking industry - perhaps even bigger than the collapse of First RepublicBank three months ago.

The MCorp affair demonstrated, firstly, that regulators were taking a much more sceptical view of the true value of troubled real estate loans. This toughening of regulators' attitudes appeared, in fact, to be the proximate cause of MCorp's troubles.

The Federal Deposit Insurance Corporation, ended up having to offer NCBN up to \$4m to take First RepublicBank off its hands - double what the regulators expected to pay on the basis of their previous knowledge of FRB's affairs.

The FDIC and the Comptroller of the Currency, jointly responsible for supervising both MCorp and FRB, were determined not to

get caught out a second time. Thus, when the Comptroller's examiners were sent to MCorp in July to perform a regular annual audit, they were under orders to apply more rigorous standards to doubtful real estate loans than in the past.

For MCorp, which had 34 per cent of its \$12.2bn loan portfolio in real estate (a relatively moderate proportion by Texas standards), the results of this "closer focus" on property values were devastating. At the end of the third quarter, MCorp already had \$1.1bn of real estate loans, nearly a quarter of its property portfolio, classified as non-performing or foreclosed, and had hinted that a further loss of \$200m or so in the third quarter would result from further charge offs and provisions.

This, however, was not nearly sufficient to satisfy the examiners. MCorp said on Friday that as a result of asset revaluations following the Comptroller's examination, it would post a loss of around \$52m in the third quarter.

This would reduce its total equity to around \$300m - less than 2 per cent of assets, compared with the minimum regulatory requirement of 6 per cent. These figures, which are preliminary for MCorp and Mr Gene Bishop, its resourceful chairman, Mr Bishop had already raised \$500m to meet the bank's previous capital deficiency by selling off MCorp's two non-banking "crown jewels" - MNET, a huge credit card service, and MTeck, a data processing and automated teller business.

He also realised that, in an environment when the FDIC and the Federal Home Loan Bank Board were handing multibillion dollar government dowries to any outside investors willing to look at a Texas banking institution, there was no hope of raising new equity or even subordinating debt. MCorp had no choice but to

Anatole Kaletsky explains how MCorp joined the list of Texas banking failures

While MCorp survived, it was just possible to argue that there was nothing systemic about the crisis in the Texas banking and thrift industry - a debacle which will ultimately cost the American public, either as taxpayers or as bank depositors, somewhere between \$50bn and \$100bn. But when every bank in a region collapses without exception, there can be no disputing that something in the structure and regulatory framework of the whole industry must be amiss.

One aspect of the problem is obviously the interaction of government deposit insurance and deregulated, entrepreneurial lending, designed to maximise short-term profits with little regard to longer term risks. Another is the geographical concentration of risk, mandated by anachronistic laws against interstate banking.

Congressional leaders, appalled by the escalating costs of the S&L crisis and incensed by the insouciance of Administration officials towards bank and thrift bailouts, have already put bank regulation and deposit insurance at the top of the political agenda after the November elections. Judging by the experience in Texas, almost any change they proposed would be an improvement.

INSIDE Royal progress in America

The news that Britain's Royal Insurance is spending \$110m to buy Macca-bees Mutual, a Detroit-based life insurer, represents something of a landmark for the US insurance industry. For Macca-bees is planning to turn itself from a mutual to a shareholder-owned company as a prelude to the takeover, a highly unusual move. Page 38

GrandMet breaks credit records

The \$5.3bn bid just launched by Grand Metropolitan, the British food and drinks group, for Pillsbury, the US food conglomerate, involved a \$5bn three-year credit, the largest international bank credit ever raised for a corporation, and \$2bn of interest rate caps. Stephen Fidler looks at how the corporate finance package was put together. Page 26

Antidote to pay packet jealousy

How can a company chairman cope with the green-eyed monster of jealousy when he discovers that his merchant bank advisor is paid substantially more than him? The answer, according to a book on "salary envy" discussed in the Business Column, is by psychological rationalisation: bankers deserve so much money, runs the theme, because they lead such gruelling lives. Page 42

New life for Eurosterling bonds

The fixed-rate Eurosterling bond sector has just seen its first issue in almost a month, producing steady demand throughout continental Europe. Benelux countries, where several banks have published recommendations to buy sterling instruments, was particularly enthusiastic. Dominique Jackson examines the prospects for a new wave of corporate borrowers in the Eurosterling sector. Page 28

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Economics notebook

Labour looks to the EMS

ONE OF the most interesting arguments over the economic policy that Britain's Labour Party opposition will offer at the next general election barely surfaced in the set-piece conference debates in Blackpool last week.

Amid all the talk of managing rather than dismantling the market economy and of ditching the old Morrisonian approach to public ownership, no-one focused too closely on the broader thrust of macro-economic policy.

It was left to Mr Brian Gould, Labour's trade and industry spokesman, to raise the issue at a sparsely attended fringe meeting in the faded Art Deco splendour of the town's Opera House.

Mr Gould, who is seen generally as one of the key "modernisers" in the leadership but remains decidedly unenthusiastic about Europe, delivered a passionate speech against full membership of the European Monetary System.

In the process, he provided a glimpse of the internal debate within the shadow cabinet over how it can formulate a credible anti-inflation strategy before the election.

As the detailed second stage of the party's policy review gets under way, Mr Gould is anxious to prevent Mr John Smith, the shadow chancellor, from bunting the Party into a pledge to take starting into the EMS.

Mr Smith and Mr Neil Kinnock, the Labour leader, may see several attractions in such a commitment.

It would buy the Party respectability in London's financial markets. The constant threat facing a Labour government is that nervous markets may destabilise its economic policies even before they are put in place.

There is also a wider political appeal. British voters are far less sensitive to the threat of inflation than, say, those in West Germany, but they will want assurances that there will be no return to the price chaos of the 1970s.

Some of Mr Kinnock's advisers see a more fundamental argument in favour of membership. Governments of all political hues have come to recognise the damage inflicted by wild swings in exchange rates. If sterling is not to be left outside a new system of managed rates, it has to be part of the EMS.

All of this is anathema to Mr Gould. His view is that a Labour government should have targets for the real economy.

It should not trap itself by fixing financial targets which the markets will insist it adheres to. Above all, it should not make the mistake of previous Labour governments and commit itself to an overvalued pound.

He recalls the self-imposed strait jackets of Labour governments in the 1960s and 1970s, which led to the "betrayal" of policies designed to ensure full employment.

The suspicion must be that Mr Gould would like to keep open the option of a significant starting devaluation if Labour wins and that he would be fairly relaxed about some acceleration in inflation.

There are two issues, however, that he leaves unresolved. There is no guarantee that a depreciation in sterling's nominal value would translate into a real improvement in competitiveness rather than simply into higher inflation.

Similarly, the absence of formal targets for the money supply or the exchange rate would hardly ensure that financial

markets did not derail targets for growth and employment.

Labour, like Mrs Thatcher, may eschew full EMS membership, but it will then have to come up with a convincing alternative case that it will not let inflation run out of control.

Spending

Mr John Major, the Chief Secretary to the Treasury, may not have much time to follow the proceedings at this week's Conservative Party Conference in Brighton.

Instead, he will be trying to persuade his free-spending cabinet colleagues that they should trim their claims for extra cash next year.

One of two may be convinced by Mr Major's argument that the British Government can hardly go on a spending spree when it just put up interest rates to 15 per cent to curb private sector consumption.

But Friday's acknowledgement by the Treasury that it is setting up the Star Chamber to be the final arbiter of outstanding disputes suggests that a lot more tough bargaining will be needed if the largest bids are to be scaled back.

Claims from the Departments of Health, of Social Security and of Defence look particularly tough. Mr Douglas Hurd, the Home Secretary, may also want to smooth his traditionally rough ride at the Conference by holding out for extra cash for the prison-building programme and the police.

Against that background, the betting in Whitehall is that Mr Major will have to cede an additional £2bn to £3bn on top of the £187bn already pencilled in for 1989/90. With this year's public sector surplus on course to be \$10bn, that should not be disastrous.

Philip Stephens

THIS WEEK

THURSDAY'S US trade figures are likely to be the focus of attention in financial markets, showing whether recent progress in correcting the long-running deficit has continued.

The merchandise trade deficit in July, published last month, was \$9.5bn (£5.6bn), after adjustment for seasonal variations. This was better than expected and much less than in the previous month.

However, this week's figures for August are not expected to be as encouraging. The consensus of analysts' forecasts, compiled by MMS International, the financial research company, is for a \$11.5bn deficit.

A pointer to US inflation trends and the strength of the economy will come from a series of figures released on Friday, which could intensify speculation about a tightening of US monetary policy.

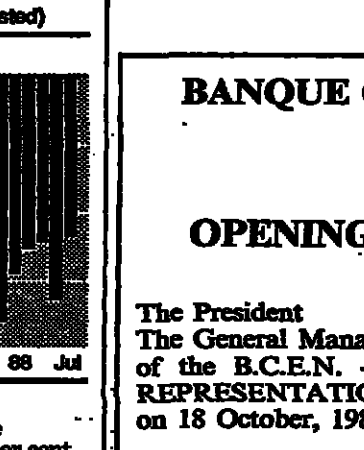
Retail sales and industrial production figures for September are expected to reflect strong economic growth. The consensus is for a 0.5 per cent rise in retail sales and a 0.3 per cent rise in industrial output. The producer price index will show factory gate prices in September. The consensus is for a 0.4 per cent rise, against 0.6 per cent in August.

UK financial markets are likely to listen carefully to the economic assessment of Mr Nigel Lawson, the chancellor, when he addresses the Conservative Party Conference in Brighton on Thursday.

For the retail price index in September, released on Friday, the market consensus is for a rise of 0.4 per cent. This would push the annual inflation rate to 5.8 per cent, after 5.7 per cent in August.

Average earnings figures for August on Thursday are expected to show the underlying rate of increase at 5 per cent, unchanged from July. A further indication of inflationary pressures will come from producer prices

US merchandise trade (seasonally adjusted)



figures, due today. The consensus is for a 0.3 per cent fall in imports, and a 0.2 per cent rise in exports, covering factory gate prices, should show a 0.4 per cent rise.

In Japan, the main focus of interest among statistical announcements will be the machinery orders figures for August, due on Thursday. In the wake of the Bank of Japan sounding the alarm over excessive capital spending by manufacturing industry, analysts will be interested to see if orders have peaked.

Also on Thursday, Japanese customs-cleared trade figures for September are likely to show that exports are still growing, thus slowing the rate of decline of the surplus.

Other statistics and events due this week (with MMS International consensus in brackets) include:

Tomorrow: UK first issue of Treasury bills denominated in European Currency Units.

Wednesday: Bank of England quarterly analysis of Bank advances. US Treasury seven year note auction.

Thursday: US monthly monetary aggregates for September. 10-day car sales. UK unemployment in September (40,000 fall, seasonally-adjusted), vehicle production in September.

Friday: UK industrial output in August (0.1 per cent rise)

BANQUE COMMERCIALE POUR L'EUROPE DU NORD (EUROBANK) OPENING OF A REPRESENTATION OFFICE IN MOSCOW

The President of the B.C.E.N. - EUROBANK are please to announce the opening of a REPRESENTATION OFFICE in Moscow. This office will be officially opened on 18 October, 1988, in Moscow.

The establishment of this office marks a new step in the strategy of the B.C.E.N. - EUROBANK to be present in the SOVIET UNION at a time when the SOVIET UNION is undergoing fundamental economic reform that will promote trade between the SOVIET UNION and its trading partners.

Thanks to the well established experience gained over many years in financing exchanges with the SOVIET UNION, the B.C.E.N. - EUROBANK intends to remain a privileged and attentive partner while taking part actively in the promotion of trade relations between FRANCE and the SOVIET UNION and, more generally, between the SOVIET UNION and its various foreign partners.

Mr. Alexandra KOZINE, a former manager of the Bank, has been appointed the Representative of the B.C.E.N. - EUROBANK in Moscow and is available to interested enterprises to give them assistance and advice in liaison with our Paris headquarters.

BANQUE COMMERCIALE POUR L'EUROPE DU NORD (EUROBANK)

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INTERNATIONAL CAPITAL MARKETS

CORPORATE FINANCE

GrandMet utilises interest rate caps in bid to snare Pillsbury

GRAND Metropolitan had been stalling Pillsbury, the US food conglomerate for which it launched a \$5.32bn hostile bid last week, for about 12 months before making its move. The management decision to go ahead, subject to board approval, was made in August.

What follows is an account as told mostly by Mr Michael McCann, GrandMet's group treasurer, of the financing which includes a \$6bn three-year credit, the largest international bank credit ever raised for a corporation.

The first move was to buy \$20m of interest rate caps, placing a ceiling of 9 per cent on the interest rates on the floating-rate bank financing yet still allowing the company to benefit if rates fell.

Mr McCann, who joined GrandMet in March from Trafalgar House, to which he went from Ford Europe two years earlier, says he is mystified why more corporate treasurers do not use interest rate caps.

"We could have used swaps or interest rate hedging techniques, but the market is not very liquid into three years. There was also the possibility that we might not get Pillsbury, caps could be easily resold into the market while unwinding swaps could have been disastrous.

"Caps were cheapest and offered most flexibility. Basically, it's the deepest market."

The company used intermediaries, securing agreements with a handful of counterparties - the largest of which took \$600m - and its name never emerged into the market. Interest rates on a further \$650m of its liabilities were to be fixed at a weighted average 8 per cent by existing interest rate swaps, while \$400m of fixed-rate debt with a weighted average yield of 9.5 per cent would fix much of the rest.

Next came the bank financing. The Pillsbury deal was dependent on the sale by GrandMet of its Intercontinental Hotels division to Seibu Saison of Japan.

Net proceeds from the sale were to be \$1.2bn (\$2bn), but in September GrandMet did not know when it would get hold of the cash.

In the event, that looks likely in December. In the meantime, however, the com-

pany needed to have a new bank financing for the full amount of the bid. The company's existing credit lines, including a \$1bn multiple option facility, could not be used because they fell foul of margin regulations in the US.

Of this, some \$3.75bn was in place by early September, arranged through the Big Four UK clearing banks: \$1bn each from National Westminster, Lloyds and Barclays and \$750m from Midland, which appears to have been limited by Bank of England rules which restrict loans to any one borrower to 25 per cent of capital.

The deals were struck with senior officials at each bank in an effort to keep the story leaking out and the Bank of England was also kept informed. When Mr McCann visited the banks, efforts were made to ensure that he would not be recognised.

GrandMet insisted on arranging the financing, and even the documentation for the deal, which was eventually agreed with NatWest after "robust" discussions.

The company did not believe it could extend this group of banks until after the deal had been announced, mainly because of the possibility of a conflict of interest for institutions which already had corporate relationships with Pillsbury.

But first thing last Tuesday, Mr McCann was in the offices of Sumitomo Bank, which along with a small group of other banks had the GrandMet financing proposal on their desks by 7.30am.

Twenty minutes after he left Sumitomo, as he was sitting in the offices of a German bank, he received over the portable telephone an offer from the Japanese bank of \$300m.

By the afternoon, Mr McCann had received a flood of offers, many unsolicited, from banks totalling \$4bn. Deutsche Bank, Commerzbank, Swiss Bank Corporation and Societe Generale were each committed for \$375m each, while Morgan Guaranty waited until Wednesday before giving the go-ahead.

The financing will pay an interest rate margin of 1/4 percentage point and a commitment commission on the undrawn portion of the financing of 1/4 per cent. Fees of 1/4 per cent are payable on

amounts drawn above \$45m. NatWest will syndicate the financing more widely this week.

The speed of the deal has confirmed Mr McCann in his views about the importance of bank relationships, but the financing points to other important developments. These include:

- The growing muscle of corporate treasury departments, such as GrandMet Finance, which was created in 1974 and now handles almost \$20bn annually in foreign exchange transactions alone. Banks are uncertain already about whether to treat them as competitors or customers, and some corporate treasurers may be thinking about tapping retail deposit sources.
- The willingness of banks to jump in to tightly-priced fully-drawn corporate financings, even in a potentially hostile bid.

Stephen Fidler

INTERNATIONAL BONDS

Ford points way to Eurosterling comeback

THE EMERGENCE last week of the first fixed-rate Eurosterling issue for some time - a five-year \$60m issue for Ford Credit Funding via Hambros - has prompted speculation that the corporate sterling primary market may be set for a resurgence as the tightness of gilt-edged stock supply becomes more apparent.

Among a handful of issues reported to be imminent is a substantial deal for a UK building society, although it failed to emerge last week.

With a return of 2.9 per cent in US dollar terms, the UK government bond market was among the top three performing world markets during September, according to Salomon Brothers. Canada was top with 4.4 per cent and Japan second with 3.4 per cent. Investors have been attracted by the high yield base of sterling-denominated bonds.

Continental retail accounts have been active buyers of the currency, encouraged by the pound's resilience in the face of lower oil prices - a sign perhaps that it has successfully shaken off its petro-currency image.

Last week's apparent intensification of the Bank of England's buying-in programme clearly helped to underpin gilt prices, which have now firmed by about 2 1/2

points over the last two weeks. The market consensus appears to be that current levels are being maintained more by technical factors than by fundamentals. Yet the Eurosterling sector has marginally underperformed government bonds of late, failing to react with anything like as much conviction to last Friday's US jobs data, which sent gilts up by, on average, more than a half point.

Consequently, they look fairly cheap in relation to gilts and the sector could be in line for some strong buying, particularly from gilt holders who, feeling their market could fall back over the weeks, decide to switch into Eurobonds for some protection.

The current steep inversion of the sterling yield curve presents an excellent opportunity for borrowers to reduce their funding costs, particularly over longer terms.

Swap rates, while far from historical optimum levels, are

now workable with decently rated corporates probably able to raise funds at around 1/4 point under the London interbank offered rate, with top credits able to attain 1/4 point below and better.

However, the market appeared to be divided on the Ford issue and a couple of syndicate managers at other houses felt the deal had not been the ideal one with which to kick off a new round of Eurosterling issues.

One manager said: "We would have been able to talk about doing Eurosterling with a little more conviction to our borrowers if this had perhaps been a different name or price."

The yield spread at launch was at 45 basis points, which was a little on the tight side by some dealers although it represented three to four basis points' premium over seasoned issues from the same borrower.

Some market analysts felt a

rush to the sector by corporate borrowers would be premature. Corporate profitability and cash flow generally still appear healthy and the building societies in particular are reported to be flush with funds.

However, institutions such as the top building societies are more inclined to borrow when conditions are favourable, rather than in direct response to any particular cash flow needs.

Recent moves by Mr Nigel Lawson, the Chancellor, to scrap the \$200m restriction on non-corporate issues in the sector has raised market hopes for a large sterling issue by a foreign or international body.

There seems to be no doubt that such an issue would be warmly received - particularly if it were to be a long-dated issue - given the paucity of supply in the long end of the gilt market.

Dominique Jackson

EUROMARKET TURNOVER (\$bn)

Primary Market	US	UK	FR	Other
US	2,492.4	20.6	230.0	10,228.7
UK	2,023.2	0.1	626.0	3,029.9
FR	1,826.4	14.8	799.1	1,404.3
Other	1,082.2	10.7	629.9	2,286.6

Secondary Market	US	UK	FR	Other
US	17,072.9	962.1	5,038.8	8,346.6
UK	11,526.1	899.3	3,709.4	6,216.6
FR	15,738.6	1,267.1	6,234.5	24,133.4
Other	15,497.3	1,052.2	4,690.1	22,289.6

Week to October 6, 1988 Source: ABS

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS															
Town Real Estate	100	1992	4	5	100	Nomura Int.	5.000	FAI Fin. Services	100	1998	-	5 1/2	98	Warburg Sodite	5.407
Mitsubishi Plastics	100	1992	4	5	100	Nikko Secs (Europe)	5.000	Delvia Finanz	100	1995	-	10 1/4	100	Delvia Finanz	4.721
Nippon Yusen Corp.	40	1992	4	5 1/2	100	Yamaichi Int.(Eur)	5.475	Taiyo Kobe Bank	100	1993	-	(1)	100	US	*
Shikoku Chemicals	50	1992	4	5 1/2	100	New Japan Secs.	5.375	Taiyo Kobe Bank	100	1993	-	(1)	100	US	*
Kotobukiya Co.	100	1992	4	5	100	Nikko Secs (Europe)	5.000	Fujita Corp.	100	1993	-	(1)	100	Credit Suisse	*
Ryoden Trading	55	1992	4	5 1/2	100	Daiwa Europe	5.375	Fujita Corp.	100	1994	-	(1)	100	Credit Suisse	*
British Telecom Fin.	250	1998	10	9 3/4	101 1/2	IBJ Int.	9.120	Hokuriku Electric	100	1993	-	4 1/2	100	Credit Suisse	4.500
Kobori Jiken Co.	100	1992	4	5	100	Yamaichi Int.(Eur)	5.000	Hokuriku Electric	100	1993	-	4 1/2	100	US	*
Kobe Steel	500	1992	4	(5)	100	Nomura Int.	*	BridgeStone Corp.	100	1992	-	(1)	100	US	*
Koransen Co.	100	1992	4	(5)	100	Yamaichi Int.(Eur)	*	Nihon Nohyaku Co.	100	1994	-	(1)	100	Handelsbank NatWest	*
BridgeStone Corp.	300	1992	4	(5)	100	Nomura Int.	*	Nichino Corp.	140	1994	-	(1)	100	Handelsbank NatWest	*
Sakai Chemical	70	1992	4	(5 1/2)	100	Nikko Secs (Europe)	*	Kyoritsu Ceramics	20	1994	-	(1)	100	Bank Julius Baer	*
Metropolis of Tokyo	175	1998	10	9 1/4	99 1/2	Goldman Sachs	9.270	Roch Elemer Corp.	40	1993	-	(1)	100	Wirtschafts- und Pk	*
								Henshi Sogo Bank	100	1993	-	(1)	100	Edella Sviz Italiana	*
CANADIAN DOLLARS															
Royal Bank of Canada	100	1990	2	10 1/2	101 1/2	RBC Dominion Secs.	9.977	STERLING							
								Ford Credit Funding	80	1993	5	10 1/2	101 1/2	Hambros Bank	10.351
								M'Pee Funding No.5	120	2023	7 1/2	(0)	100	Kleinwort Benson	-
AUSTRALIAN DOLLARS															
PSA	50	1993	5	13 1/2	100 1/2	Kreditbank Int.	13.250	ECU							
Montreal Trustco	50	1991	3	14 1/2	101 1/2	County NatWest	13.603	General Electric	100	1992	4	7 1/2	101 1/2	Bankers Trust Int.	7.100
IBM Australia Credit	50	1991	3	15 1/2	101 1/2	Man. Hasover	-	GUILDER							
Toyo Trust Australia	100	1993	5	(0)	100			Agon NV (a)	150	1993	5	1/2	98	ABN	0.911
								Browning Ferris Ind.	125	1993	5	6 1/2	100 1/2	CSFB Nederland	6.380
NEW ZEALAND DOLLARS															
Svenska Handelsbanken	60	1991	3	14	101 1/2	Hambros Bank	13.203	McDonald's Corp. (a)	150	1993	5	1/2	98	Anro Bank	0.911
								LKB Baden Wurtemberg	200	1993	5	5	101 1/2	Amro Bank	5.706
D-MARKS															
Royal Ltd.	100	1995	7	3	100	DG Bank	3.000	FRENCH FRANCS							
Heraeus Int. Finance	75	1998	10	6 1/2	100	Commerzbank	6.375	Creit Suisse Fin.	500	1993	5	6 1/2	101 1/2	Societe Generale	5.195
DG Bank (Lux)	100	1992	4	5 1/2	100	DG Bank	5.500	LUXEMBOURG FRANCS							
Banesta Finance	200	1993	5	2 1/2	100	Morgan Stanley	2.500	Crepan Finance NV(b)	900	1994	6	7 1/2	100 1/2	SB	7.467
Indonesia	300	1993	5	6 1/2	100	Commerzbank	6.375	Sporekassen SDS	300	1993	5	7 1/2	100	C.F.Espagne l'Est	7.500
SWISS FRANCS															
Len Corp.	150	1993	-	1/2	100	Credit Suisse	0.500	YEN							
Pekka Corp.	100	1993	-	1/2	100	Credit Suisse	0.500	ASLI-CGER IFICO	40n	1992	4	(0)	101 1/2	LTCS Int.	6.091
Hansa Hms Pipel	30	1994	-	1/2	100	Handelsbank NatWest	1.500	AT&T Credit Corp(a)	150n	1992	4	6 1/2	101 1/2	Nikko Secs (Europe)	-
Stoko Kogyo Co.	30	1993	-	1/2	100	Handelsbank NatWest	0.500	<small>*Not yet priced. **Private placement. ***Equity warrants. (a)Final terms. (b)Dual-currency. Coupon payable in Yen - redemption in US\$. (c)12.5%. (d)Convertible into gold cash equivalent of grid price. (e)With currency warrants. Each F10,000 has 25 warrants to buy 500 of the underlying stock. (f)Japanese long-term prime rate plus 1%. Redemption linked to linked stock index. (g)200p over the Libor for 10 years. (h)100% of the issue. (i)Launched on US domestic market. (j)Launched in three tranches of 1.500bn each. (k)50p below Australian bank bill rate. Price, yield and calculated on ABS basis.</small>							

NEW ISSUE This announcement appears as a matter of record only. September, 1988

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July, 1988 All of these securities have been sold. This announcement appears as a matter of record only.

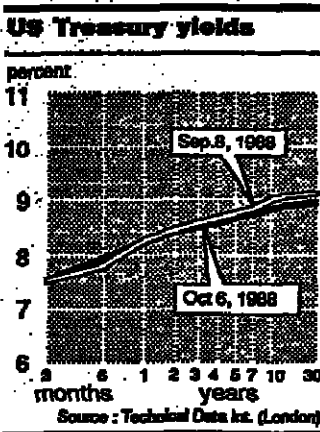
INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Frustrations trigger premature bond rally

ONLY THE post-up frustration of a gigantic herd of frisky bulls could reasonably account for Friday's explosion of enthusiasm in the US bond market. September's employment numbers were on the low side of expectations, to be sure. But with a whole range of even more crucial statistics due for release this week - including the trade deficit, industrial production and producer price figures - it may be prudent to pause for some more careful reflection before concluding that the great bond rally of the late 1980s has finally begun. Indeed, the sudden optimism of so many credit market economists in hailing the new non-inflationary paradise is cause enough to wonder whether bonds may be temporarily overbought. The details of last Friday's employment numbers, even when added to the continuing consistency in prices, did not seem sufficient to justify the sudden optimism. The 255,000 increase in payrolls was only slightly below the market's expectations and well above the rate of employment growth in the previous two months, even if half the employment growth was in the public sector. The media surprise in the figures was the sharp downward revision of August's payroll figure - from 219,000 to 169,000. However, that remarkably low August number could actually be seen as a confirma-

tion of the view the bears had held all along: that the economy's summer slowdown was largely a weather-related freak, and that business began to pick up quite strongly from September. There were a number of other ambiguous features in the employment report. Working hours and pay increases both rose significantly in September. Indeed, the earnings figures could be seen as consistent with wage inflation of anything from 4 to 10 per cent depending on which of the many indices one looked at. The breakdown of September's employment growth by industry on the other hand, pointed to a significant slowdown in manufacturing activity. Manufacturing employment fell by 16,000 in September, after a 19,000 drop in August - with the underlying weakening probably greater because of seasonal factors in the motor industry, which marked bigger declines everywhere. On balance, then, it is probably reasonable to suppose that the US economy is slowing after its unsustainable burst of growth in the late spring. And if the economy does continue to decelerate, one of the necessary conditions for a bond rally will certainly be in place. It is another matter, however, to conclude that a modest slowdown, stopping well short of an outright recession, will



Source: Technical Data Int. (London)

be sufficient to unleash a genuine bull market in bonds. For a bull market to be sustainable, at least two other conditions will have to be realised: the underlying rate of inflation, which has now crept up to about 5% per cent, will have to fall and much further progress will have to be made in narrowing the US trade and current account deficits, which are unlikely to be financeable at much lower interest rates if they continue at their present pace of well over \$100bn a year. This does not mean, of course, that investors can afford to hold back until significantly lower inflation and trade figures are actually confirmed in the statistics. It does mean, however, that bond rallies will continue to be

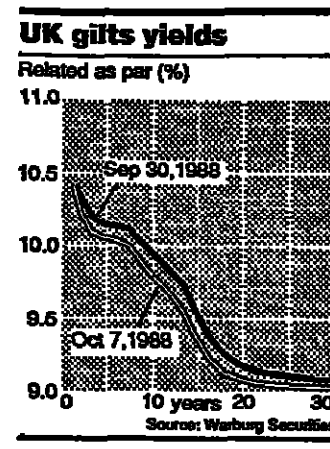
aborted by reversals on either the inflation or the trade fronts until these problems are well on their way to being resolved. The key questions, therefore, are whether inflation and trade, as well as economic growth, are now under control. On the first score, the continuing decline in unemployment could scarcely be described as encouraging. Since the Second World War, an inflationary trend has never been reversed without a significant rise in unemployment. Whatever else may be said about the Federal Reserve Board's recent policy, it does not yet seem to have been tough enough to hurt the services sector of the economy, where jobs are still being created and where inflationary expectations are still most firmly entrenched. This also raises a serious worry about the US trade outlook. The recent falls in manufacturing employment, combined with the purchasing managers' report published last Monday which suggested a significant weakening in export orders, seem to confirm the fears of many economists that the growth of US exports and import substitution has now peaked. A related event occurred this week on the political front, suggesting the possibility of protectionism as a key factor in the forthcoming presidential elections.

UK GILTS

Monopolies ruling over KIO forces Bank to raise profile

THE BANK OF ENGLAND was once again active in the gilt market last week. Market suggestions that the Bank bought-in about £500m, mostly on Tuesday, seem far too high and a figure of half that amount may be a more likely upper limit. The Bank's move into the market on Tuesday was seen by many as being qualitatively different from its past activities. To be sure, the Bank made known its intention to buy stock more forcefully than usual, but it is a mistake to think this marks a change from its policies of supporting the market and retreating debt. Tuesday's high profile was adopted by the Bank because of its concern over how the markets would react to the Monopolies and Mergers Commission's report recommending divestment by half its shareholding in British Petroleum. The equity market was rocked by the decision and there were concerns over sterling. The Bank, therefore, presents its Tuesday operation very much in the guise of market management. It seems the misinterpretation of its activities had to do with the fact that few in the gilt market were aware of the Commission's report at the time the Bank made known its desire to buy stock. It was clear from its activities, however, that when the Bank is prepared to buy it will buy any stock offered to it. Last week it was offered and bought longer dated stocks around the 15-year area, especially the 11% per cent Treasury 2008/07s and the 13% per cent Treasury 2004/08s. At a time when there are genuine concerns over the liquidity of the market, it has struck some as bordering on the perverse to buy-in stocks which are some of the most liquid and actively traded. The Bank's attitude seems to be that if they want to sell it, we'll buy it. This has again raised further questions about the Bank funding policy. Should the Government's public sector surplus be directed at reducing the stock of outstanding debt, or should it have a monetary policy function, that is, be used to reduce the growth in broad money supply? On one count, if the Bank attempted to neutralise the public sector's effect on the monetary base then it would have to buy-in about £500m of gilts every month for the rest of the financial year. Some analysts come up with higher figures. In the current economic climate, over-funding makes sense. As some at the Bank point out, over-funding soaks up excess liquidity which could find its way into the equity and property markets, and/or flow overseas. It also tends to support short-term interest rates at a higher level than they may otherwise be, thereby lending further support to sterling. The situation now is also completely different from that which prevailed in 1985 when the Government elected to ditch over-funding as a policy option. The existence of the "bill mountain" (the Bank's holdings of eligible commercial bills) was embarrassing although it was not, and its not, beyond the wit of the

Bank to deal with it. The debate in 1985 was bound up with the Government's divorce from broad money targeting. The Government was also then a forced seller of debt and issues of crowding out were important. None of these now apply. The bill mountain, such as it is, is about £7bn, compared with about £17bn at its worst in 1985. It should be remembered, however, if the levels of late 1985 were regarded as embarrassing then during January this year, when the tax paying season was in full flight, the mountain grew to about £12bn. And this January looks like being no better. A reversion to modest over-funding combined with tax payments could create difficulties in the money markets. The Bank, however, has a number of options open to it. It has already increased the size of the weekly Treasury bill tender to £400m. If that proves insufficient it can inject liquidity into the market through an invitation to banks and building societies to participate in gilt repurchase agreements or by buying banks' export credits paper. It is difficult to read the Bank's mind at present. On one level there seems to be little concern over the effects of buying-in. On another the Bank agrees there is nothing it would like more than to have about 10 very liquid gilt stocks on issue, but at the same time appearing to reject it by consigning it to the "too hard" basket.



Source: Working Securities

Simon Holberton

Anatole Kaletsky

US MONEY MARKET RATES (%)

Table with 5 columns: Instrument, 1 week, 4 wks, 12-month, 12-month Lib. Rows include Fed Funds, Three-month Treasury, Six-month Treasury, etc.

US BOND PRICES AND YIELDS (%)

Table with 5 columns: Instrument, Price, Yield, 1 year, 4 wks. Rows include 30-year Treasury, 20-year Treasury, etc.

NRI TOKYO BOND INDEX

Table with 4 columns: Instrument, Average, Last, 12 mts, 26 mts. Rows include Overall, Government Bonds, etc.

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bonds with columns for Country, Instrument, Price, Yield, etc. Includes sections for US, Canada, Europe, Japan, etc.

SULZER advertisement for US\$150,000,000 Euro-Commercial Paper Programme. Includes contact information for Sulzer Bros. Inc., Sulzer Brothers Limited, SBCI Swiss Bank Corporation, and Swiss Bank Corporation.

STRAIGHT BONDS: Yield to redemption of the mid-price. Amount issued is expressed in millions of currency units except for Yen bonds, where it is in billions. PLAYING RATE: US dollars unless indicated. Margin above six-month offered rate for US dollars. Coupon: Current coupon. WARRANTS: Equity warrant price - exercise premium over current share price. Bond warrant ex-yield - exercise yield at current warrant price. Closing prices on 7 OCTOBER.

INTERNATIONAL CAPITAL MARKETS

Gardini aide in Enimont ultimatum

By Alan Friedman in Rome

A SENIOR aide to Mr Raul Gardini, head of the Ferruzzi-Montedison group, has delivered an unusual ultimatum to the Italian Government. Unless Mr Gardini receives specially tailored benefits which will help him to defer the immediate payment of more than \$1bn of capital gains tax, he will not go ahead with the long-awaited joint venture chemicals company to be formed by merging part of Montedison with the state-owned Enichem group. Until now, Mr Gardini has said nothing publicly about this request, which he first made to Mr Ciriaco De Mita, Italy's Prime Minister, in a private meeting last June. But at the weekend, Mr Sergio Cragnotti, deputy chairman of Montedison and one of Mr

Gardini's closest aides, said that if the Government did not act on the tax issue by the end of this month the formation of Enimont, the joint venture chemicals group, would "be placed in difficulty." The special legislation being sought by Montedison stems from the fact that in transferring part of its assets to Enimont, the Gardini-controlled company will realise a capital gain of \$1,000m (\$2,165m). This would mean paying capital gains tax at the 50 per cent level. Mr Cragnotti said that "the Government must give us a hand and we expect a response by the end of October." He turned the idea of paying \$1.1bn of taxes as "a really implausible cost." He added: "We have thus

requested a law that will not exempt us from the payment, but defer it." The tax issue, Mr Cragnotti explained, was the only issue still unresolved in the long-running negotiations designed to create a unified Italian chemicals group, with about \$10m of annual turnover. It is believed that Mr Gardini is seeking to defer the capital gains tax payment for three years. Meanwhile, Mediobanca, the Milan merchant bank which last winter engineered the controversial restructuring that removed from Montedison its prize Meta financial services assets and created a situation in which Montedison had a 34 per cent cross-holding in its parent Ferruzzi group shareholder, is moving ahead next

week with the placing of 365m shares in the master Ferruzzi Finanziaria (Ferfin) holding company. The deal is designed to raise about L1,100m. Ferruzzi Agricola Finanziaria (Faf), the Ferfin vehicle which controls 42 per cent of Montedison, will itself be offered 118m of the 365m Ferfin shares. However, there is a 2 per cent link in Italy on holding one's own stock. Consequently, these shares, amounting to 10.12 per cent of Ferfin, will be dealt with as follows: 2 per cent will be placed with institutions and a further 6 per cent will be parked in Spain, the Mediobanca fiduciary trust company, until they can be offered next year to Faf shareholders.

Chicago bank sees cut in Third World debt

By David Lascelles, Banking Editor

FIRST CHICAGO, the largest bank in the US midwest, expects to have reduced its Third World debt exposure by nearly a quarter by the end of this year, but opposes the idea of forgiving debt. Mr Barry Sullivan, chairman, said in an interview that First Chicago's exposure - which stood at \$3bn at the beginning of the year - will be \$2.5bn when its third-quarter results are announced next week, and below \$2.5bn by December 31. The bank is using a mixture of debt swaps and debt for equity exchanges to bring down the total of its doubtful country loans. It has also been increasing the level of its provisions above that set by most other US banks. They currently stand at an average 46 per cent, and at 70 per cent on loans that have been restructured. Mr Sullivan said he believed that the best way to resolve the LDC debt problem was "through more innovation." He maintained that schemes like the Mexican bond swap and the recent Brazilian package with multiple options should be pursued. "Debt relief is a better concept than debt forgiveness," he said. First Chicago had examined many ways of living off its Third World loans into a separate subsidiary, but concluded they were not worthwhile. Although such a course had the advantage of cleaning out the balance sheet, it was costly in terms of write-downs and capital, and would probably not be rewarded by the stock market. A bank which got rid of its Third World loans would also lose influence in the international marketplace. Mr Sullivan, who was passing through London after an extensive tour of Eastern Europe, said he believed the socialist countries would be substantial buyers of finance and financial services as they sought to modernise their economies. Although it was difficult to make generalised credit judgments about Eastern Europe, he said: "It is in the interests of the West to be helpful."

Skandia chiefs to sell personal holdings in unit

By Sara Webb in Stockholm

TWO SENIOR executives at Skandia, Sweden's leading insurance group, who had come under attack for share-dealing practices in connection with a recent takeover bid, said yesterday they would clear their names by selling off the shares at the original price they had paid for them. Mr Bjorn Wolrath, chief executive officer, and Mr Horn Hall, finance director, bought shares worth about SKr2m (\$314,000) in Skandia International, the separately quoted re-insurance arm of Skandia, at the end of June. However, when Skandia bid SKr3.6bn for outstanding shares in Skandia International two weeks ago, offering a premium of 29 per cent over the market price, both executives were criticised in the media. The two men, who are also on the Skandia International board, claimed the decision to bid for Skandia International came at least six weeks after the share transaction took place. Sweden's Banking Inspectorate, the financial market's watchdog, launched an insider trading investigation but cleared the two men, although criticism of their transaction has continued in some sections of the media.

Sydney futures trade at record

By Chris Sherwell in Sydney

TRADING VOLUMES on the Sydney Futures Exchange for the first nine months of this year have already exceeded the record levels achieved in 1987, according to figures released last week. The exchange, set up 27 years ago to help investors in financial and certain commodities markets to manage their risk exposures, claims to be the leading futures and options exchange in the Asia-Pacific region. The latest figures show that, between January and September, a total of 5.7m futures and options contracts were traded, 46 per cent ahead of the September 1987 level and well

clear of the 5.56m figure for all contracts last year. The volume for the 90-day bank bill contract was up 49 per cent on the same period last year, at 2.25m, while the 10-year Treasury bond contract rose 46 per cent to 2.16m. Options on bank bill futures more than trebled to 137,500, and more than doubled on the bond contract to 571,000. A further strong contribution came from the new three-year bond futures and options contracts, and to a lesser extent from the restyled Australian dollar-US dollar foreign exchange contracts. However, the contract based on the All-Ordinaries share

price index showed the opposite trend, more than halving its volume to 215,500, as did the related options contract. In both cases this was a direct result of the stock market crash 12 months ago. Poor performances also continued to come from the US Treasury bond and Eurodollar interest rate contracts, where there is no physical market and less local interest. In a statement last week, the exchange said the increased trading volumes in its most successful contracts "represented further penetration of the market through promotion and education" by the exchange and its members.

£400m multi-option facility for C&W

By Norma Cohen

CABLE & Wireless has mandated Hong Kong and Shanghai Bank and Midland Bank to arrange for it a £400m multiple-option facility. The facility incorporates a £200m committed standby facility with a five-year maturity and a facility fee of six basis points. The margin is set at 10 basis points over London interbank offered rates (Libor). Participation fees were not disclosed. The £400m uncommitted por-

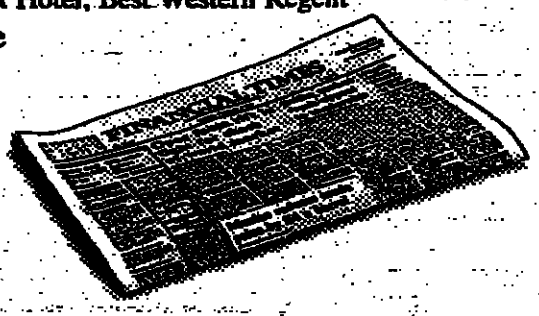
tion has a tender panel structure. Proceeds will be used to consolidate existing bank lines of credit and to expand funding sources. Separately, T. Cowie, a vehicle finance operations firm, has mandated Barclays de Zoete Wedd to arrange a \$50m commercial paper programme. Stephen Miller adds: Details emerged last week of two large bank financings for Canadian borrowers. Air Canada, 55 per

cent owned by the Government, has mandated Citicorp, Bank of Montreal and BNP for a \$400m flexible, eight-year term loan. It carries a facility fee of 1/4 per cent, a maximum margin of 1/4 per cent and a utilisation fee of more than half drawn of 4 basis points. Chase Manhattan is said to be raising \$500m over eight years for Gulf Canada, which carries a margin of 15 basis points and a facility fee of 12%.

Travelling on Business in Germany?

Enjoy reading your complimentary copy of the Financial Times when you're staying . . .

- . . . in Frankfurt at the Arabella Hotel, Crest Hotel, Frankfurter Hof, Hotel Hessischer Hof, Holiday Inn City Tower, Hotel Inter-Continental
- . . . in München at the Arabella Hotel, Arabella Westpark Hotel, Crest Hotel, Hilton Hotel International, Vier Jahreszeiten Kempinski, Grand Hotel Continental
- . . . in Hamburg at the Crest Hotel, Atlantic Hotel Kempinski, Ramada Renaissance, CP Hamburg Plaza
- . . . in Düsseldorf at the Holiday Inn, Hotel Intercontinental, Hotel Nikko, Rainada Renaissance, Steigenberger Parkhotel
- . . . in Stuttgart at the Mövenpick Airport Hotel
- . . . in Heidelberg at the Hotel Hirschgasse, Hotel Penta
- . . . in Köln at the Holiday Inn Airport Hotel, Best Western Regent
- . . . in Friedrichsdorf at the Crest Hotel
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- . . . in Sindelfingen at the Holiday Inn
- . . . in Bonn at the Schlosspark Hotel
- . . . in Berlin at the Bristol Hotel Kempinski, Hotel Savoy, Hotel Schweizerhof
- . . . in Neu Isenburg at the Hotel Gravenbruch Kempinski
- . . . in Mainz at the Hilton International



FINANCIAL TIMES Europe's Business Newspaper

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Kellogg's
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Banca del Gottardo	Banque Bruxelles Lambert S.A.
Bank of Montreal Capital Markets Limited	Barclays de Zoete Wedd Limited
Chase Investment Bank	Commerzbank Aktiengesellschaft
Crédit Lyonnais	Den Danske Bank
Deutsche Bank Capital Markets Limited	Dresdner Bank Aktiengesellschaft
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Merrill Lynch International & Co.	Mitsubishi Finance International Limited
Mitsui Trust International Limited	Société Générale
Sumitomo Finance International	

September 1988

RBC Dominion Securities International

From 3rd October 1988 several long established parts of The Royal Bank of Canada Group have joined together under a new name: RBC Dominion Securities International Limited. These units comprise the London office of RBC Dominion Securities (Canada's largest investment dealer), the corporate finance and government bond dealing departments of Orion Royal Bank, and Kitcat & Aitken, the UK stockbroking firm which will be a division of the new company and continue to trade under the same name. All units are now in Royal Bank of Canada Centre in Queen Victoria Street.

RBC Dominion Securities International is a Canadian based international firm offering a wide range of investment banking services. In addition to its head office in Toronto and 60 branches in the rest of Canada, the Group has investment banking offices in:-

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UK COMPANY NEWS

LOFS unveils reconstruction and financial package

By Nigel Clark

London & Overseas Freighters has announced a major capital reconstruction and refinancing operation...

\$7.5m from Seneca Shipping Corporation, in which Mr M.A. Kulunkundis, a LOFS director, has a beneficial interest...

arrangements for the \$18m first mortgage loans with Sumitomo Corporation and Sunsho Lease...

Serif Cowells on target

CURRENT ORDER books and an interim pre-tax result of £1.92m against £1.77m indicated that profits were on target for the full year...

Hawtal Whiting profit

HAWTAL WHITING Holdings, motor industry design and engineering consultancy, returned profits of £23,000 pre-tax for the first half of 1988...

That was a sharp downturn on the £213,000 recorded for the first six months of 1987...

Scruttons up to £974,000

Pre-tax profits at Scruttons, involved in transportation, port operating, engineering and security guarding, soared from £159,000 to £974,000 in the first half of 1988...

Intl Trust of Jersey recovers

International Investment Trust Company of Jersey made taxable profits of £282,000 in the half year ended June 30 compared with losses of £249,000...

Friendly Hotels terminates talks

Friendly Hotels has terminated the negotiations, announced last May, for the purchase of Baron Hotels and Leisure for about £25m...

chairman, said that delays in receiving information and insufficient accounting information to satisfy Stock Exchange requirements had forced the termination...

Smith & Nephew US venture

Smith & Nephew, the medical, healthcare and industries group, has entered a joint venture with Vitaphore of San Carlos, California, to research and develop advanced disposable wound care products...

ECC purchase

English China Clay has paid \$95.6m (£3m) cash for the reserves and processing plant of Kaomin, an Australian group with the capacity to produce about 60,000 tons of kaolin a year...

Quarto issue

Quarto Group, the USM-noted book and magazine publisher, proposes to raise \$25m before expenses through an issue of convertible preference shares...

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange...

Table with columns for company name, meeting date, and location. Includes companies like Anglo-Thai, Anglo-Texaco, Anglo-Thai, Anglo-Texaco, Anglo-Thai, Anglo-Texaco.

FT Share Service

The following securities were added to the Share Information Service in Saturday's edition: Conqid (Section: Third Market)...

NOTICE OF A MEETING of the holders of Bremer Landesbank Finance (Curaçao) N.V. A\$50,000,000 14 3/4% Notes due 1990

NOTICE IS HEREBY GIVEN that a Meeting of the holders (the "Noteholders") of the above-mentioned Notes (the "Notes") convened by Bremer Landesbank Finance (Curaçao) N.V. (the "Issuer") will be held at 11.00 am (London time) on 1st November 1988...

The Resolution, if passed, will modify, inter alia, the Terms and Conditions of the Notes (the "Conditions") by the insertion of an additional Condition pursuant to which the Issuer may, without the consent of the Noteholders...

Noteholders should note, in particular, that, in connection with any substitution effected pursuant to the modified Conditions, the Issuer will not be required to have regard to the consequences of such substitution for individual Noteholders or Couponholders...

Full details of the background to, and the reasons for, the proposed modification and the Extraordinary Resolution are contained in an Explanatory Statement prepared by the Issuer and the Guarantor dated 10th October, 1988...

The Resolution to be proposed at the Meeting is as follows:-

EXTRAORDINARY RESOLUTION

"THAT this Meeting of the holders (the "Noteholders") of the A\$50,000,000 14 3/4% Notes due 1990 (the "Notes") of Bremer Landesbank Finance (Curaçao) N.V. (the "Issuer") issued under a Fiscal Agency Agreement (the "Fiscal Agency Agreement") dated 9th March, 1987...

- (1) assents to the modification of the Terms and Conditions of the Notes (as printed on the reverse thereof and Schedule 1 to the Fiscal Agency Agreement) proposed in paragraph (b) of the Explanatory Statement issued by the Issuer and the Guarantor and dated 10th October, 1988, a copy of which has been produced to this Meeting and initialed by the Chairman hereof and by or on behalf of the Issuer for the purpose of identification;
(2) sanctions every modification, abrogation, variation, compromise of, or arrangement in respect of, the rights of the Noteholders and the holders of the Coupons appertaining to the Notes against the Issuer or the Guarantor involved in, or resulting from, the modification referred to in paragraph (1) of this Resolution or any substitution of debtor made pursuant to, and in accordance with, the Terms and Conditions of the Notes as so modified; and
(3) authorises the execution of a Supplemental Fiscal Agency Agreement in the form of the draft produced to this Meeting and for the purpose of identification signed by the Chairman hereof to give effect to the modification referred to in paragraph (1) of this Resolution.

The attention of Noteholders is particularly drawn to the quorum required for the Meeting and for an adjourned Meeting which is set out in paragraph 2 of "Voting and Quorum" below. Copies of the Fiscal Agency Agreement (including the currently applicable Conditions), as amended, and of certain other relevant documents are available for inspection by Noteholders at the specified offices of the Agents for the Notes specified below.

VOTING AND QUORUM

- 1. A Noteholder wishing to attend and vote at the Meeting in person must produce at the Meeting either the Note(s), or a valid voting certificate or valid voting certificates issued by an Agent relative to the Note(s), in respect of which he wishes to vote.
A Noteholder not wishing to attend and vote at the Meeting in person may either deliver his Note(s) or voting certificate(s) to the person whom he wishes to attend on his behalf or give a voting instruction (on a voting instruction form obtainable from the specified office of any of the Agents specified below) instructing an Agent to appoint a proxy to attend and vote at the Meeting in accordance with his instructions.
Notes may be deposited until the time being 48 hours before the time appointed for holding the Meeting (or, if applicable, any adjourned Meeting) but not thereafter with any Agent or (to the satisfaction of the Fiscal Agent) held to the Fiscal Agent's order or blocked to its satisfaction by Euroclear or CEDEL S.A., for the purpose of obtaining voting certificates or giving voting instructions in respect of the relevant Meeting. Notes so deposited or held will be released at the conclusion of the Meeting (or, if applicable, any adjourned Meeting) or upon surrender of the voting certificate(s) or, being not less than 48 hours before the time for which the Meeting (or, if applicable, any adjourned Meeting) is convened, the voting instruction receipt(s) issued in respect thereof.
2. The quorum required at the Meeting is two or more persons present holding Notes or voting certificates or being a proxy or proxies or holding or representing in the aggregate more than one half of the principal amount of the Notes for the time being outstanding. If within half an hour from the time appointed for the Meeting a quorum is not present at the Meeting, the Meeting will be adjourned and the Extraordinary Resolution will be considered at an adjourned Meeting (notice of which will be given to the Noteholders). The quorum required to consider the Extraordinary Resolution at such an adjourned Meeting will be two or more persons present in person holding one or more Notes or voting certificates or being a proxy or proxies whatever the principal amount of the Notes so held or represented by them.
3. Every question submitted to the Meeting or the adjourned Meeting will be decided on a show of hands unless a poll is duly demanded by the Chairman of the Meeting or by one or more persons present in person and holding one or more Notes or voting certificates or being a proxy or proxies and then outstanding. On a show of hands every person who is present in person and produces a Note or voting certificate or is a proxy shall have one vote. On a poll every person who is so present shall have one vote in respect of each A\$1,000 in principal amount of the Notes so produced or represented by the voting certificate so produced or in respect of which he is a proxy. On a show of hands a declaration by the Chairman of the Meeting that a resolution has been carried or lost shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.
4. To be passed, the Extraordinary Resolution requires a majority in favour consisting of not less than three-quarters of the persons voting thereon upon a show of hands or, if a poll is duly demanded, then by a majority consisting of not less than three-quarters of the votes given on such poll. If passed, the Extraordinary Resolution will be binding upon all the Noteholders, whether or not present at such Meeting and whether or not voting, and upon all Couponholders.

AVAILABILITY OF DOCUMENTS

Copies of the Fiscal Agency Agreement, as amended, may be inspected, and copies of the Explanatory Statement, voting certificates and other documents referred to above may be obtained, by Noteholders from the specified office of any of the Agents given below.

FISCAL AGENT

Orion Royal Bank Limited, 71 Queen Victoria Street, London EC4V 4DE

PAYING AGENTS

- The Royal Bank of Canada A.G., 3 rue St-Jacques, D-5000 Frankfurt/Main 1
The Royal Bank of Canada (France) S.A., 3 rue St-Jacques, F-75440 Paris
The Royal Bank of Canada (Belgium) S.A., rue de Ligne 1, B-1000 Brussels
The Royal Bank of Canada (Switzerland), rue Diday 8, CH-1204 Geneva
Nord/LB Norddeutscher Landesbank, Luxemburg S.A., 26 Route d'Arion, L-1140 Luxembourg

This Notice has been approved by Orion Royal Bank Limited, a member of The Securities Association.

NOTICE OF A MEETING of the holders of Bremer Landesbank Finance (Curaçao) N.V. A\$40,000,000 15% Notes due 1990

NOTICE IS HEREBY GIVEN that a Meeting of the holders (the "Noteholders") of the above-mentioned Notes (the "Notes") convened by Bremer Landesbank Finance (Curaçao) N.V. (the "Issuer") will be held at 11.00 am (London time) on 1st November 1988...

The Resolution, if passed, will modify, inter alia, the Terms and Conditions of the Notes (the "Conditions") by the insertion of an additional Condition pursuant to which the Issuer may, without the consent of the Noteholders...

Noteholders should note, in particular, that, in connection with any substitution effected pursuant to the modified Conditions, the Issuer will not be required to have regard to the consequences of such substitution for individual Noteholders or Couponholders...

Full details of the background to, and the reasons for, the proposed modification and the Extraordinary Resolution are contained in an Explanatory Statement prepared by the Issuer and the Guarantor dated 10th October, 1988...

The Resolution to be proposed at the Meeting is as follows:-

EXTRAORDINARY RESOLUTION

"THAT this Meeting of the holders (the "Noteholders") of the A\$40,000,000 15% Notes due 1990 (the "Notes") of Bremer Landesbank Finance (Curaçao) N.V. (the "Issuer") issued under a Fiscal Agency Agreement (the "Fiscal Agency Agreement") dated 24th April, 1987...

- (1) assents to the modification of the Terms and Conditions of the Notes (as printed on the reverse thereof and the First Schedule to the Fiscal Agency Agreement) proposed in paragraph (b) of the Explanatory Statement issued by the Issuer and the Guarantor and dated 10th October, 1988, a copy of which has been produced to this Meeting and initialed by the Chairman hereof and by or on behalf of the Issuer for the purpose of identification;
(2) sanctions every modification, abrogation, variation, compromise of, or arrangement in respect of, the rights of the Noteholders and the holders of the Coupons appertaining to the Notes against the Issuer or the Guarantor involved in, or resulting from, the modification referred to in paragraph (1) of this Resolution or any substitution of debtor made pursuant to, and in accordance with, the Terms and Conditions of the Notes as so modified; and
(3) authorises the execution of a Supplemental Fiscal Agency Agreement in the form of the draft produced to this Meeting and for the purpose of identification signed by the Chairman hereof to give effect to the modification referred to in paragraph (1) of this Resolution.

The attention of Noteholders is particularly drawn to the quorum required for the Meeting and for an adjourned Meeting which is set out in paragraph 2 of "Voting and Quorum" below. Copies of the Fiscal Agency Agreement (including the currently applicable Conditions), as amended, and of certain other relevant documents are available for inspection by Noteholders at the specified offices of the Agents for the Notes specified below.

VOTING AND QUORUM

- 1. A Noteholder wishing to attend and vote at the Meeting in person must produce at the Meeting either the Note(s), or a valid voting certificate or valid voting certificates issued by an Agent relative to the Note(s), in respect of which he wishes to vote.
A Noteholder not wishing to attend and vote at the Meeting in person may either deliver his Note(s) or voting certificate(s) to the person whom he wishes to attend on his behalf or give a voting instruction (on a voting instruction form obtainable from the specified office of any of the Agents specified below) instructing an Agent to appoint a proxy to attend and vote at the Meeting in accordance with his instructions.
Notes may be deposited until the time being 48 hours before the time appointed for holding the Meeting (or, if applicable, any adjourned Meeting) but not thereafter with any Agent or (to the satisfaction of the Fiscal Agent) held to the Fiscal Agent's order or blocked to its satisfaction by Euroclear or CEDEL S.A., for the purpose of obtaining voting certificates or giving voting instructions in respect of the relevant Meeting. Notes so deposited or held will be released at the conclusion of the Meeting (or, if applicable, any adjourned Meeting) or upon surrender of the voting certificate(s) or, being not less than 48 hours before the time for which the Meeting (or, if applicable, any adjourned Meeting) is convened, the voting instruction receipt(s) issued in respect thereof.
2. The quorum required at the Meeting is two or more persons present holding Notes or voting certificates or being a proxy or proxies or holding or representing in the aggregate more than one half of the principal amount of the Notes for the time being outstanding. If within half an hour from the time appointed for the Meeting a quorum is not present at the Meeting, the Meeting will be adjourned and the Extraordinary Resolution will be considered at an adjourned Meeting (notice of which will be given to the Noteholders). The quorum required to consider the Extraordinary Resolution at such an adjourned Meeting will be two or more persons present in person holding one or more Notes or voting certificates or being a proxy or proxies whatever the principal amount of the Notes so held or represented by them.
3. Every question submitted to the Meeting or the adjourned Meeting will be decided on a show of hands unless a poll is duly demanded by the Chairman of the Meeting or by one or more persons present in person and holding one or more Notes or voting certificates or being a proxy or proxies and then outstanding. On a show of hands every person who is present in person and produces a Note or voting certificate or is a proxy shall have one vote. On a poll every person who is so present shall have one vote in respect of each A\$1,000 in principal amount of the Notes so produced or represented by the voting certificate so produced or in respect of which he is a proxy. On a show of hands a declaration by the Chairman of the Meeting that a resolution has been carried or lost shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.
4. To be passed, the Extraordinary Resolution requires a majority in favour consisting of not less than three-quarters of the persons voting thereon upon a show of hands or, if a poll is duly demanded, then by a majority consisting of not less than three-quarters of the votes given on such poll. If passed, the Extraordinary Resolution will be binding upon all the Noteholders, whether or not present at such Meeting and whether or not voting, and upon all Couponholders.

AVAILABILITY OF DOCUMENTS

Copies of the Fiscal Agency Agreement, as amended, may be inspected, and copies of the Explanatory Statement, voting certificates and other documents referred to above may be obtained, by Noteholders from the specified office of any of the Agents given below.

FISCAL AGENT

Bankers Trust Company, London Branch, Dashwood House, 69 Old Broad Street, London EC2P 2EE

PAYING AGENTS

- Banque Indosuez Luxembourg, 33 Allée Schaffter, L-2520 Luxembourg
Swiss Bank Corporation, 1 Aescherstrasse, CH-4002 Basle, Switzerland

This Notice has been approved by an authorised person for the purposes of the Financial Services Act 1986.

Cydsa Floating Rate Notes of CYDSA, S.A. Due 1988-1991. PLEASE TAKE NOTICE that CYDSA, S.A., a corporation organized under the laws of the United States, has previously offered, pursuant to an Offer Letter dated October 12, 1988, to redeem the U.S. \$50,000,000 Floating Rate Notes due 1988-1991 and issued pursuant to a First Supplemental Indenture dated as of February 5, 1985 between Cydsa, S.A. and First Interstate Trust Company of New York, as Successor Trustee, as supplemented by a Second Supplemental Indenture dated as of August 20, 1988 and a Third Supplemental Indenture dated as of March 25, 1988. To accept the offer the Form of Acceptance should be executed and delivered in accordance with the instructions in paragraph 4 of the Offer Letter on or before October 12, 1988. Each holder will obtain a copy of the Offer Letter from Royal Bank of Canada, London, 71 Queen Victoria Street, London, England EC4V 4DE. Attn: Agency Department or First Interstate Trust Company of New York, 2 Broadway - 29th Floor, New York, New York 10004, as Successor Trustee.

Standard Chartered Standard Chartered PLC (Incorporated with limited liability in England) US\$400,000,000 Undated Primary Capital Floating Rate Notes. In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 11th October, 1988 to 14th November, 1988, the Notes will carry interest at the rate of 8 1/2% per cent. per annum. Interest accrued to 14th November, 1988 and payable on 6th January, 1989 will amount to US\$83.23 per US\$100,000 Note and US\$82.29 per US\$100,000 Note. Standard Chartered Merchant Bank Limited Agent Bank

Central American Bank for Economic Integration (CABEI) U.S. \$20,000,000 Floating Rate Serial Notes due 1994 For the six months 11th October, 1988 to 11th April, 1989. In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 9% per cent. per annum, and that the interest payable on the relevant interest payment date, 11th April, 1989 against Coupon No. 20 will be U.S. \$222.95. The Industrial Bank of Japan, Limited Agent Bank

MIM BRITANNIA UNIT TRUST MANAGERS LIMITED. Scheme of Amalgamation Britannia Arrow Special Situations Trust with MIM Britannia Special Features Trust. As a result of the passing of Extraordinary Resolutions by the unitholders of the above Trusts at separate meetings, the Scheme became effective on 16th September, 1988. The terms of exchange of units of Britannia Arrow Special Situations Trust for units of MIM Britannia Special Features Trust is as follows: 1 Unit of Britannia Arrow Special Situations Trust is equal to 1.502778 Units of MIM Britannia Special Features Trust. Replacement certificates will be despatched not later than 15th November, 1988 to the former holders of Units of Britannia Arrow Special Situations Trust.

UK COMPANY NEWS

Correcting a geographical imbalance

Nick Bunker looks at the move by Royal Insurance into the US life market

IT MAY be a small step for the UK's Royal Insurance, but it represents a major landmark for the \$20bn US life insurance industry. That is one way of summing up the significance of Friday's news that Royal, the biggest of the UK's composite insurers, is to spend \$110m (£65m) to buy a little-known US life insurance company, Maccabees Mutual, based in a middle-class suburb north of Detroit.

Until now Maccabees has had only one claim to fame: its odd name, which it owes to a family of Hebrew warriors, celebrated in the Apocrypha to the Old Testament. The appellation was chosen because the Maccabees were a benevolent group who awarded part of the spoils of war to widows and disabled Israelites.

Last week's announcement promises to give Maccabees Mutual itself a place in history. Its decision to seek policyholder approval to turn itself from a mutual into a share-holder-owned company, specifically as a prelude to a takeover by Royal, is an unprecedented one. It signals the extent to which many US small or medium-sized life insurers are feeling the pinch from a squeeze on their profit margins driven by industry-wide competitive pressures.

For Royal, the logic of the deal is straightforward. "It's been known for a long time that they were going to try something in the US life market," says Mr Chris Fountain, insurance analyst with London stockbrokers County Natwest WoodMac.

In the 1980s, one of Royal's strategic goals has been to build up its international life

assurance and financial services activities, to counterbalance the domination of its fortunes by cyclical property/casualty insurance business in the US and UK. Royal also has a target of expansion in the European Community - a goal which lay behind its recent, but abortive talks about a merger with Paris-based insurer Groupe Victoire.

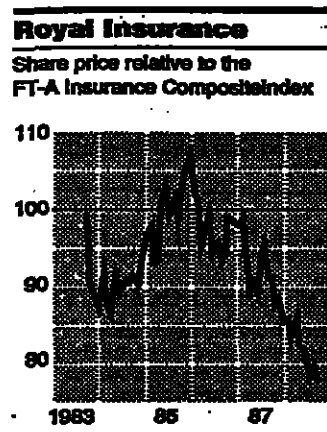
The tangible product of Royal's drive into life and financial services has been to increase its profits from those areas from only \$4.4m in 1977 to \$36.8m last year, out of total group pre-tax profits of £274m. The rise of its life assurance side has been spurred on by organic growth, by its 1985 \$94m acquisition of Lloyd's Life, and, most recently, by its push into unit trusts and estate agency in the UK.

Yet, according to Mr Geoffrey Kellett, one of Royal's group general managers, Royal was conscious that more than 90 per cent of these profits were coming from the UK. This was a geographical imbalance it sought to correct with a suitable US acquisition. "Maccabees is just a little smaller than our ideal, but we wanted quality," Mr Kellett adds.

As regards Maccabees' thinking, few aficionados of US insurance are likely to be surprised at the idea of a medium-sized life company welcoming a big brother like the Royal.

Earnings of US life insurance companies are less violently cyclical than those of property/casualty insurers, but upheavals in the past decade have left the prospects for many looking decidedly uncertain.

Chief among the upheavals

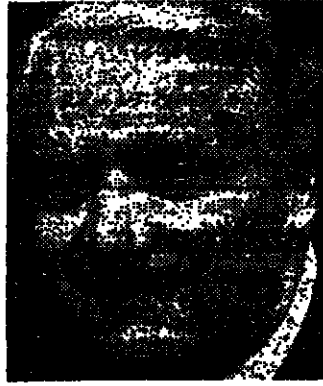


was what industry observers call "a product explosion", detonated in 1979 by the invention of a revolutionary new type of policy, universal life. Intended to fight off competition from other investment products such as mutual funds, universal life offered policyholders investment returns linked to interest rates available in the money markets. That held obvious attractions during a period - the late 1970s and early to mid 1980s - when interest rates were rising to new highs.

Yet now, the first flush of enthusiasm over universal life has ebbed away, and the industry has had to face new challenges.

Lower interest rates have eroded universal life's attractions; and life insurers have seen profit margins squeezed because, for competitive reasons, they can find themselves crediting more interest rates to the policies than they actually earn from their assets.

Accounting changes pro-



Alan Horsford, chief executive of Royal Insurance

posed by the US Financial Accounting Standards Board may also create a problem, by requiring deferrals of earnings from some universal life products. And there have been proposals at a federal level to raise the tax take from life insurance by putting its fiscal treatment on a par with that of other types of investment.

Maccabees has had its share of the successes - and problems - of the universal life market, which now makes up most of its business. It issued its first universal life policy in 1981. It has also vigorously grown its sales among its relatively well-heeled clientele, 50 per cent of whom live in California. Since 1982, the total face value of Maccabees-issued life insurance has swollen from \$7.5bn to \$20bn, with 1987 premiums totalling \$200m.

Royal says the trouble, however, was that as a mutual company Maccabees lacked resources to sustain that rate of growth. "They've got themselves into a bit of an expenses

trap," says Mr Kellett. This was brought home at Maccabees when profits fell from \$6.7m in 1986 to \$1.8m in 1987, owing to the costs of head office relocation and upgrading of computer systems to serve its 1,000 direct salesmen and 7,000 agents.

According to Royal, though, Maccabees has important underlying strengths, which it can now develop much more freely with capital backing from Royal - a view echoed by Mr Jules Pallone, Maccabees chairman and president.

US life companies fight a constant battle against high marketing costs, high mortality rates, and the tendency for many customers to fall by the wayside, letting their policies lapse when they cannot keep up premium payments.

Royal believes that Maccabees has done well in all these areas, with an expense ratio which ranks it among the 20 most efficient life insurers.

Death claims arising from Acquired Immune Deficiency Syndrome (AIDS) are only one third of the industry average, and the lapse ratio is low: only 3.8 per cent of Maccabees' policyholders let their lapse in 1987, against an industry average of 12.9 per cent.

According to Royal, these advantages stem partly from the company's up-market clientele. The average face value of one of its policies is \$300,000, four times the industry average, because of its customers' relative affluence.

The result, says Royal, is that Maccabees' expenses have well-above-average productivity - another factor which helps hold down the company's expense ratios.

Minorco hits at disclosure reports

By Vanessa Houlder

MINORCO, the South African-controlled investment company that has bid £2.8m for Consolidated Gold Fields yesterday responded angrily to press reports that there had not been full disclosure of the beneficial interests in the company.

Newspaper reports suggested that the South African interest in Minorco was as high as 71 per cent after taking into account holdings believed to be linked with the Oppenheimer family.

If this was the case, the South African holding in Minorco would drop to 48 per cent if the bid succeeded - not 40 per cent as previously indicated by the company.

Minorco said yesterday that it took a "very serious view" of these reports. It stated that all the interests of the Oppenheimer family and Charter Consolidated - in which Minorco holds a 36 per cent stake - in Minorco have been fully disclosed.

Similarly, all the interests of Anglo American, the South African gold producer controlled by the Oppenheimer family, and its related company De Beers had been fully disclosed.

Furthermore, Minorco said all its associates have fully disclosed their interests in Gold Fields, it added.

The degree of South African ownership of Minorco has been a central issue in the arguments generated by this bid, which is the largest ever for a UK company.

In the Gold Fields' submission to the UK Office of Fair Trading - a summary of which was posted to shareholders on Saturday - it argued that South African control would create difficulties in some countries in getting permission for precious metals exploration.

It also suggested that Gold Fields' aggregate subsidiary, ABC, would be put at a disadvantage in bidding for contracts.

Mr M D McGuane, chairman, said the group's main subsidiary, Irish Biscuits, had made an excellent recovery following the five-week strike at its Talaght factory which cost the company over £500,000.

Turnover for the period was little changed at £26.33m (£26.38m). Currently, there was an improvement in demand in the domestic market.

Cable and Wireless attacks Telephone Rentals record

By Vanessa Houlder

THE £284m bid battle for Telephone Rentals, the telephone equipment supplier, heated up over the weekend as Cable and Wireless, the bidder, attacked Telephone Rentals' five-year record in its offer document.

Telephone Rentals' performance has been unexciting, with declines in operating margins, flat earnings per share, and a fall in dividend cover, according to the document, which was posted on Saturday.

The arguments met with a brusque response from Sir Charles Bell, chairman of Telephone Rentals. "I am staggered. This kind of comment shows that they do not understand our business," he said. "They are unwise to knock us," he added. "They know nothing about our business and cannot do anything about improving it. It questions their judgement about wanting to buy us."

In the document, Cable and Wireless highlights the decline in Telephone Rentals' operating margins from 33.2 per cent in 1983 to 18.9 per cent in 1987, along with extracts from the chairman's statement over the past two years blaming competitive pressures for the decrease in margins. It also points to the "flat" earnings per share record and a decline in dividend cover from about 2.3 in 1983 to 1.5 in 1987.

In response, Sir Charles said that the decline in margins was a result of the increased proportion of sales to rental income that followed liberalisation of the market together with a change in its geographical sales mix. The flatness of the earnings per share record

was a result of tax changes on capital allowances, he said.

The Cable and Wireless document also pointed out that Telephone Rentals' share price has underperformed the FT-All Share Index by 45.5 per cent. Its offer of 36p a share represents a premium of 45 per cent over Telephone Rentals' share price of 21p before the bid.

Furthermore, it argued, it would represent a substantially higher premium if the speculative element in the share price of Telephone Rentals - which has long been a subject of bit rumours - was excluded. A spokesman for Cable and Wireless estimated that, stripping out the element of bid speculation, Telephone Rentals' share price would probably have stood at just £1.75 before the bid.

Sir Charles said he disagreed strongly with this estimate. "It is a matter of opinion. They can use their imagination. A year ago before the market crash the price was £3.30," he said.

In its offer document, Cable and Wireless repeated its argument that the deal represented "compelling commercial logic". Telephone Rentals, one of the UK's largest suppliers of customer telecommunications equipment, was a subsidiary of Cable and Wireless which is the parent company of Mercury, the only UK competitor of British Telecom in the field of mainstream telephone services.

On Friday, the shares in Telephone Rentals closed at 34p, which indicates that the market still expects either a rival bid or a higher offer from Cable and Wireless.

Bond continues sale of Bell assets

By Paul Cheswright, Property Correspondent

BOND CORPORATION has continued the sale of assets of the Bell Group with the disposal of 58 commercial properties to the Barclay brothers, private property investors.

No price was disclosed but Banque Paribas, which negotiated the purchase for the Barclay brothers, said it "many millions".

Following a \$9850m (£401m) bid, Bond took formal control of Bell last month.

The latest sale follows the

disposal last month of a string of London theatres owned by Bell to Charmead, a London investment group. More properties to be sold from the Bell portfolio are thought likely in the coming weeks.

The transaction with the Barclay brothers involves a portfolio held in the name of a company called Bentrax. They are properties, Banque Paribas said, which had passed into the hands of Bell, when Mr Robert Homes a Court won control in

1982 of Associated Communications Corporation.

The properties are mostly connected to television studios and theatres.

Side by side with the successive sales of Bell assets, Bond Corporation is becoming increasingly active in the British property sector. Recently it became a partner of Imry Merchant Developers in the restoration and redevelopment of the St George's Hospital site at Hyde Park Corner in London.

Pilgrim House bid delay

By Clay Harris

PILGRIM HOUSE Group, the electronics company, said that its \$26m (£15m) acquisition of the Kidde Fire Protection businesses from Hanson was unlikely to be completed before the end of November.

The deal has been delayed because of 42 "complex questions" submitted by the US Federal Trade Commission inquiring into the competitive effects of the transaction. A

request from Pilgrim House and Hanson to expedite proceedings was turned down this week by the FTC.

As a result, Pilgrim House's vendor placing and open offer of 24.9m shares to raise £22.6m before expenses lapsed yesterday. Pilgrim House will review the financing of the deal once it is cleared by the US authorities.

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NLG 250,000,000
Medium Term Note Programme

Arranged by
Rabobank Nederland

October, 1988

BCPF increases TRIG stake

British Coal Pension Funds yesterday bought 20.5m more shares in TR Industrial & General to take their interest in Britain's third largest investment trust to 71.3 per cent, writes Clay Harris.

The market purchases are intended to strengthen BCPF's hand in talks next week in

which Touche Berrant will try to retain the TRIG management contract in spite of losing the £60.5m takeover battle.

TRIG yesterday reminded shareholders that BCPF's 129.5p cash offer was worth only 81.2 per cent of underlying net asset value. The offer remains open.

MAES Funding No. 1 PLC

£200,000,000
Mortgage Backed
Floating Rate Notes due 2015

Notice is hereby given that the Rate of Interest has been fixed at 12.3875% for the interest period 5th October, 1988 to 5th January, 1989.

The interest amount payable on 5th January, 1989 will be £3,122.33 in respect of each £100,000 denomination.

Agent Bank
8th October, 1988

CANTORS PLC

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Another Record Year
Year to 30th April, 1988

■ Pre tax profit	up to	£2.3m
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■ Dividend for year	up to	2.25p
■ Total number of branches	up to	78
■ Eight additional shops opened in year		

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ROYAL TRUSTCO LIMITED
Yen 12,000,000,000 Reverse Dual -
Currency Debentures Due 1992

Notice is hereby given that the Rate of Interest has been fixed at 14.41071% and that the interest payable on the relevant Interest Payment Date January 9, 1989 against Coupon No. 2 in respect of Yen 10,000,000 nominal of the Notes will be NZ\$1,609.90.

October 10, 1988, London
By: Citibank, N.A. (CSI Dept), Agent Bank. **CITIBANK**

FINANCIAL TIMES STOCK INDICES											
	Oct. 7	Oct. 8	Oct. 9	Oct. 10	Oct. 11	Oct. 12	Oct. 13	Oct. 14	Oct. 15	Oct. 16	Oct. 17
Government Secs.	88.74	88.87	88.10	88.04	87.96	87.92	91.43	86.28	127.4	49.18	49.18
Fixed Interest	96.87	96.70	96.70	96.59	96.71	96.56	96.67	94.14	105.4	50.53	50.53
Ordinary	1498.4	1481.5	1471.7	1457.6	1476.5	1514.7	1349.0	1928.2	49.4		
Gold Mines	178.9	174.2	173.0	172.6	171.1	171.6	312.3	162.7	734.7	43.5	43.5
FT-All Share	926.27	922.83	946.81	937.08	935.09	946.27	978.58	870.19	1238.57	61.92	61.92
FT-SE 100	2844.7	2838.9	2826.3	2817.3	2822.6	2826.5	1879.3	2443.4	982.9		

ULTRAMAR PLC
£40,000,000 6 per cent Convertible Bonds Due 2002
(the "Bonds")
Convertible into Ordinary Shares of Ultramar PLC.

NOTICE is hereby given in accordance with Condition 12 of the Terms and Conditions of the Bonds that, following the issue of 67,076,504 new ordinary shares of 25 pence each at 200 pence per share on 7 October 1988, the Conversion Price (as defined in the Terms and Conditions of the Bonds) will, with effect from such date, be 224p.

The Trust Deed is available for inspection at the offices of the Trustee, being Princes House, 95 Gresham Street, London EC2, during normal business hours.
10 October 1988

ROYAL TRUSTCO LIMITED
Yen 12,000,000,000 Reverse Dual -
Currency Debentures Due 1992

Notice is hereby given that the Rate of Interest has been fixed at 14.41071% and that the interest payable on the relevant Interest Payment Date January 9, 1989 against Coupon No. 2 in respect of Yen 10,000,000 nominal of the Notes will be NZ\$1,609.90.

October 10, 1988, London
By: Citibank, N.A. (CSI Dept), Agent Bank. **CITIBANK**

DIARY DATES

Trade Fairs and Exhibitions: UK

October 10-18 International Motorcycle Show (01-885 1200)
October 11-13 International Chemical Industries - CHEMFAIR (01-686 4545)
October 22-30 British International Motor Show (01-235 7000)
October 24-28 International Business Show (01-585 4499)
October 25-26 Building Exhibition - BUILDING (01-486 1951)
October 25-27 Fluid Handling Exhibition (01-680 7625)
October 27-30 Home and Leisure Exhibition (0253 26262)

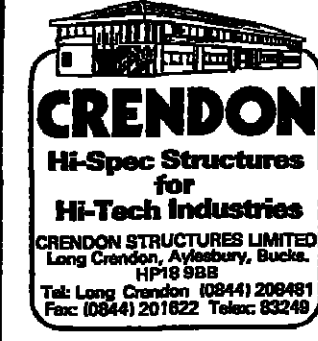
FINANCIAL

COMPANY MEETINGS:
October 10-11: Anglo-Continental Bank for Econ. Integr.
October 11-12: Anglo-Continental Bank for Econ. Integr.
October 12-13: Anglo-Continental Bank for Econ. Integr.
October 13-14: Anglo-Continental Bank for Econ. Integr.
October 14-15: Anglo-Continental Bank for Econ. Integr.

CONTRACTS

Kensington development

TEAM MANAGEMENT AND PROJECTS has been awarded contracts worth over £36m. The jobs represent a wide range of work including refurbishment, offices and industrial developments.
The largest of the contracts is at Kensington Gardens Square in central London where Team will manage a £16m redevelopment for Gable House Estates, part of the Ladbroke organisation. The project calls for the construction of 189 flats together with retail and light industrial studio units.



£50m work for Taylor Woodrow

TAYLOR WOODROW CONSTRUCTION (NORTHERN) has won, and is concluding negotiations for, orders with a combined value of £50m. They include a £20m turnkey contract for the Yorkshire Water Authority for new effluent treatment works in Sheffield, a £5m target cost turnkey contract for the supply of water and effluent treatment for the Coca Cola factory in Wakefield, an £8m design and build superstore for Tesco in Southport, and a £17m regional distribution warehouse for ASDA.

Overseas Exhibitions

October 10-13 Gulf Information Technology Exhibition (01-990 3881)
October 11-14 Computer Show (0869 244726)
October 13 British Telecom/Coopers & Lybrand: The Great North conference (081 2613074)
October 13-16 International Fish Farming Techniques, Equipment and Products - ACQUACOLTURA (01-658 4860)
October 20-31 International Trade Fair - SINT-TRA (01-834 5062)

APPOINTMENTS

Operations chief for Lex Service

Mr Peter Turnbull has become chief operating officer of LEX SERVICES. He was previously managing director in charge of Lex's automotive operations and will now also be responsible for the company's electronic components and computer distribution activities.
Mr Bernard Rouget has been appointed executive director of COINTEC. Mr Rouget, formerly director of operational audit, now takes on additional responsibility for compliance.

of SAMPO INSURANCE CO. (UK), becomes a full member of the board of Sampo Insurance Co. Ltd. Mr Sami Maki, regional manager for the UK and Ireland, has been made deputy general manager.
Following the agreement that Commercial Union Assurance would acquire QUILLER GOODISON, Mr A.B. Wyand, general manager and director of Commercial Union, and Mr D.E.G. Roberts, managing director, Ashton Tod Motors, a wholly owned subsidiary of Commercial Union, have been appointed respectively chairman and managing director of Quiller Goodison.

Business and management conferences

October 11 Confederation of British Industry/The Royal Institute of International Affairs: The external implications of the single European market (01-690 2253)
October 15-16 Centre Point, London WC1
October 15-16 International Herald Tribune/Oil Daily: The search for stability (01-242 1242)
October 15-16 Hotel International, London

CONTRACTS & TENDERS

INVITATION TO TENDER CONSTRUCTION OF PETROLEUM STORAGE FACILITIES

The Democratic Republic of Sao Tome and Principe invites interested contractors to submit their qualifications to construct Petroleum Storage Facilities on the islands of Sao Tome and Principe. Sao Tome and Principe are a former Portuguese colony located off the coast of West Africa.
The facilities to be constructed are generally as follows:
a) Expansion of an existing depot on the main island of Sao Tome, including erection of API storage tanks, together with all related work to furnish a complete operating tank storage and dispensing depot.
b) Aircraft fuel storage and fueling facilities at the Sao Tome International Airport.
c) A small petroleum bulk storage depot and services station on the second island of Principe, including all facilities for a complete operating plant on an unimproved site.
d) Petroleum products will be offloaded from tankers of up to 12,000 tons through submersible pipelines or floating booms.

CONTRACTS & TENDERS

SUPPLY OF RADIO SYSTEMS FOR THE FIXED LINK BETWEEN FRANCE AND THE UNITED KINGDOM

Translink Joint Venture and/or GIE Transmanche Construction, Contractor for construction and equipment of the Channel Tunnel Project invite applications for pre-qualification for Radio Systems.
Design, supply, installation and commissioning of Radio Systems, to include:
- Track to Train Radio System, enabling voice and data communication driver/shuttle staff and Control Centres using radio base stations and leaky feeders.
- Concession Radio System enabling voice and data communication.
- Pagine Radio System.
- Shuttle Train Radio System enabling communication driver/Control Centres/passengers and also local broadcast/pre-recorded information/music.

CONTRACTS & TENDERS

THE TOWN OF NOISY-LE-GRAND

Address of the community offering the market: The Town of Noisy-le-Grand, B.P. 49, 93161 NOISY-LE-GRAND CEDEX, FRANCE.
Type of market offered: limited tender.
Object of the market: the opening of a line of credit of 80,000,000 francs in annual prefinancing in short-term loans 10,000,000 francs in regulation of current treasury transactions.
Time limit: annual contract on the calendar year.
Deadline for reception of bids: Wednesday 26 October 1988, 4 p.m.
Address to which the bids must be sent: Mairie de Noisy-le-Grand, Direction des Affaires Financieres, Unité Commande Publique, B.P. 49, 93161 Noisy-le-Grand Cedex, France.
Please write the following on the envelope: "Offre concernant le 26 Octobre 1988 Tender - Opening of a Line of Credit".
Legal status of all candidates: all banks, private or public.
Composition of the file:
- Declaration of intent to bid
- Legal authorities of the candidates and eventual signatories
- Subscription authorisation
- A list of references from the local communities.
Issue date: Wednesday 5 October 1988
Address of the Department from which information can be obtained: Direction des Affaires Financieres, Mr. MOUSSET, Manager, Centre administratif, 24bis rue du Clos, 93160 NOISY-LE-GRAND, FRANCE. Tel. 45 92 75 91.

LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE: CHANCERY DIVISION. MANCHESTER DISTRICT REGISTRY. IN THE MATTER OF HENRY COOKE, LONDONER PUBLIC LIMITED COMPANY. AND IN THE MATTER OF THE COMPANIES ACT 1985.
NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 20th September 1988, appointing a Scheme of Arrangement and confirming the reduction of the capital of the above-named Company from £2,175,000 to £1,250,000 by cancelling shares of the Company in accordance with the terms of the said Scheme of Arrangement, and the Minute approved by the Court showing with respect to the said capital of the Company as altered the several particulars required by the above mentioned Act, were registered by the Registrar of Companies on 22nd September 1988. The capital reserve of £1,925,000 resulting from the reduction in capital is to be applied in paying up in full near Ordinary Shares of the Company.

LEGAL NOTICES

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COMPANY NOTICES

THE SOUTH AFRICAN LAND & EXPLORATION COMPANY LIMITED

Application has been made to the Council of the Stock Exchange, London for the undermentioned shares to be admitted to the Official List:
80,000 £ ordinary shares of 35 cents each
An Extra card containing Listing Particulars relating to the above-mentioned shares has been circulated by List Financial Limited.
Copies of the Listing Particulars will be available to the public for a period of 14 days from the date of this notice, during normal business hours, at the following address:
London Office - 40 Holborn Viaduct LONDON EC1P 1AJ
United Kingdom Registrars - Hill Samuel Registrars Limited 6 Greenmoor Place LONDON SW1P 1PL
London Brokers - Rowe & Pitman Limited 1 Finsbury Avenue LONDON EC2M 2PA
Copies of the Listing Particulars will also be available for collection only for two business days following the date of this notice from:
The Company Announcements Office The International Stock Exchange 46-50 Finsbury Square LONDON EC2A 1DD
10th October 1988

COMPANY NOTICES

VAAL REEFS EXPLORATION AND MINING COMPANY LIMITED

Application has been made to the Council of the Stock Exchange, London for the undermentioned shares to be admitted to the Official List:
150,000 £ ordinary shares of 50 cents each
An Extra card containing Listing Particulars relating to the above-mentioned shares has been circulated by List Financial Limited.
Copies of the Listing Particulars will be available to the public for a period of 14 days from the date of this notice, during normal business hours, at the following address:
London Office - 40 Holborn Viaduct LONDON EC1P 1AJ
United Kingdom Registrars - Hill Samuel Registrars Limited 6 Greenmoor Place LONDON SW1P 1PL
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GRANVILLE

Table with columns: Capitalisation, Company, Price, Change, Gross, Yield, PE. Lists various securities like Anglo-Continental Bank, Anglo-Continental Bank, Anglo-Continental Bank, Anglo-Continental Bank.

RENTALS

PROPERTY TO RENT: Furnished lettings, Company and Embassy Lets Long and Short Term. All appear in the FT every Saturday. Further details from City South, Telephone 01-466 6284.
KENDWOODS RENTAL: QUALITY FURNISHED FLATS AND HOUSES. Short and Long Lets. 23 Spring St, London W2 1JA. Tel: 01-462 2271. Fax: 01-262 3750.
CLUBS: We outlined the clubs because of a policy on fair play and value for money. Gosper from 10-30 am. Disco and top music, glamorous hostesses, excellent food/beverage, 108, August St, W1, 01-734 0527.

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LEGAL FINANCE BY USDB, 000,000

GUARANTEED FLOATING RATE. The interest rate applicable to the above Notes in respect of the period commencing 20th September 1988 will be 1.825% per annum. The interest amounting to US\$ 911.22 per \$5,000 principal amount and US\$ 454.44 per \$10,000 principal amount of the Notes will be paid on 31st March 1989 against presentation of Coupon No. 2. Bank Equitalia S.M. Agent Bank.

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Abnott Unit Trust, and others, with columns for name, manager, and other details.

Table listing unit trusts including Amalgamated Unit Trust, Amalgamated Unit Trust, and others, with columns for name, manager, and other details.

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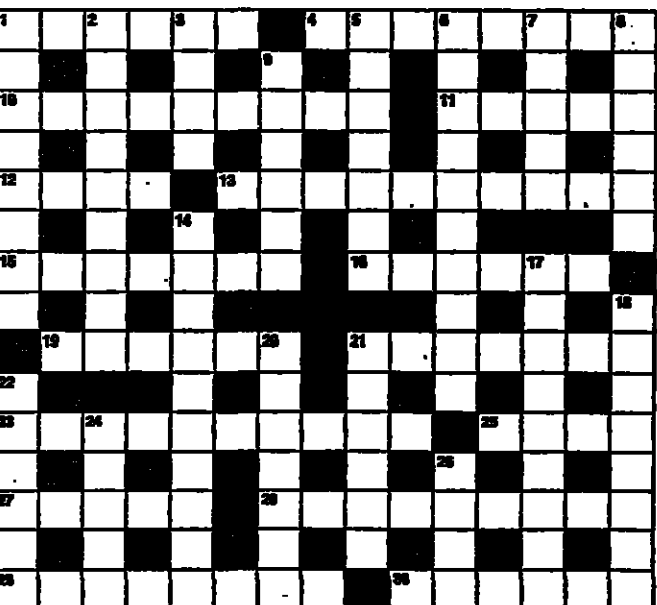
Table listing unit trusts including Amalgamated Unit Trust, Amalgamated Unit Trust, and others, with columns for name, manager, and other details.

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I.G. INDEX LTD, 9-11 GROSVENOR GARDENS, LONDON SW1W 0BD. Tel: 01-828 7233/5699 Reuters Code: 161N, 161O

CROSSWORD No. 6,755 Set by QUARK



- ACROSS 1 One's thrown having to debate endlessly (6) 2 Cover for one who calms? (6,3) 3 Press - imperative without a book? (4) 4 Merciless account by man of the cloth (8) 5 Elemental scientist (7) 6 Run down, e.g. tired an' beaten (9) 7 It's quite an affair with row 150 missing (5) 8 Eury last bit of waste frug out (6) 9 It brings good luck to many at the races (9) 10 Archin from western town (one horse?) (6,4) 11 Writing - quite a range based on the Bible (10) 12 Tabitha serves round the environment (7) 13 It's observed at court (8) 14 Once a temporary dwelling area (6) 15 Notice (joint account initially with money attached) (7) 16 Destroyed open vessel, bunk losing top (10) 17 An old convict recalled a celebration (4) 18 Earthy mineral that can be burnt (5) 19 I've Rugby Union trip being arranged causing invasion (8) 20 Early morning callers (8) 21 Plant that's up a net, twisting (6) DOWN 1 and 23 To shun part of newspaper is to show irresponsibility (5,3,6) The solution to last Saturday's prize puzzle will be published with names of winners on Saturday October 22.

Table listing unit trusts including Amalgamated Unit Trust, Amalgamated Unit Trust, and others, with columns for name, manager, and other details.

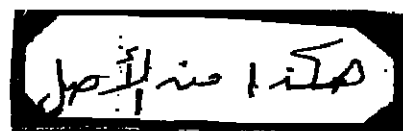
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GUIDE TO UNIT TRUST PRICING The data included under the Authorised section of the FT Unit Trust Information Service is before you to improve the service to readers and to conform with new legislation. These represent the marketing, administrative and other costs which have to be paid by new investors. The price at which units may be bought. The price at which units may be sold. The maximum spread between the offer and bid price is determined by a formula laid down by the government. In practice, most unit managers quote a spread between offer and bid prices. The bid price is the price at which the unit manager will buy the units. The offer price is the price at which the unit manager will sell the units. The time shown alongside the fund manager's name is the time at which the unit trusts' daily dealing prices are normally set, unless another time is indicated by the unit manager. The time shown alongside the fund manager's name is the time at which the unit trusts' daily dealing prices are normally set, unless another time is indicated by the unit manager. The time shown alongside the fund manager's name is the time at which the unit trusts' daily dealing prices are normally set, unless another time is indicated by the unit manager.

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Main table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Type, and other details.

Table of London Share Service, including sections for British Funds, Foreign Bonds & Rails, and Americans.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products and their details.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies with columns for Stock, Price, Bid, Offer, and Dividend. Includes companies like IBM, AT&T, and General Electric.

CANADIANS

Table listing Canadian companies with columns for Stock, Price, Bid, Offer, and Dividend. Includes companies like Alcan, Inco, and Northern Telecom.

BANKS, HP & LEASING

Table listing banks and hire purchase/leasing companies with columns for Stock, Price, Bid, Offer, and Dividend. Includes companies like Citicorp and Citicredit.

BUILDING, TIMBER, ROADS

Table listing companies in the building, timber, and roads sectors with columns for Stock, Price, Bid, Offer, and Dividend.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies with columns for Stock, Price, Bid, Offer, and Dividend.

DRAPERY AND STORES

Table listing drapery and store companies with columns for Stock, Price, Bid, Offer, and Dividend.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit companies with columns for Stock, Price, Bid, Offer, and Dividend.

BUILDING, TIMBER, ROADS

Table listing companies in the building, timber, and roads sectors with columns for Stock, Price, Bid, Offer, and Dividend.

ELECTRICALS

Table listing electrical companies with columns for Stock, Price, Bid, Offer, and Dividend.

ELECTRICALS - Contd

Table listing electrical companies with columns for Stock, Price, Bid, Offer, and Dividend.

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ENGINEERING

Table listing engineering companies with columns for Stock, Price, Bid, Offer, and Dividend.

ENGINEERING - Contd

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INDUSTRIALS (Misc.) - Contd

Table listing industrial companies with columns for Stock, Price, Bid, Offer, and Dividend.

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INDUSTRIALS (Misc.) - Contd

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Handwritten note: "John 1.15"

LONDON SHARE SERVICE

LEISURE - Contd

Table of Leisure stocks including Leisure Group, Leisure Leisure, Leisure Leisure, etc.

PROPERTY

Table of Property stocks including Property Property, Property Property, etc.

TEXTILES - Contd

Table of Textiles stocks including Textiles Textiles, Textiles Textiles, etc.

TRUSTS, FINANCE, LAND - Contd

Table of Trusts, Finance, Land stocks including Trusts Trusts, Finance Finance, etc.

OIL AND GAS - Contd

Table of Oil and Gas stocks including Oil Oil, Gas Gas, etc.

MINES - Contd

Table of Mines stocks including Mines Mines, Mines Mines, etc.

TOBACCO

Table of Tobacco stocks including Tobacco Tobacco, Tobacco Tobacco, etc.

TRUSTS, FINANCE, LAND

Table of Trusts, Finance, Land stocks including Trusts Trusts, Finance Finance, etc.

Investment Trusts

Table of Investment Trusts including Investment Trusts, Investment Trusts, etc.

OVERSEAS TRADERS

Table of Overseas Traders including Overseas Traders, Overseas Traders, etc.

PLANTATIONS

Table of Plantations including Plantations, Plantations, etc.

Miscellaneous

Table of Miscellaneous stocks including Miscellaneous, Miscellaneous, etc.

MOTORS, AIRCRAFT TRADES

Table of Motors, Aircraft Trades including Motors Motors, Aircraft Aircraft, etc.

Commercial Vehicles

Table of Commercial Vehicles including Commercial Vehicles, Commercial Vehicles, etc.

Garages and Distributors

Table of Garages and Distributors including Garages Garages, Distributors Distributors, etc.

NEWSPAPERS, PUBLISHERS

Table of Newspapers, Publishers including Newspapers Newspapers, Publishers Publishers, etc.

PAPER, PRINTING, ADVERTISING

Table of Paper, Printing, Advertising including Paper Paper, Printing Printing, Advertising Advertising, etc.

SHIPPING

Table of Shipping stocks including Shipping Shipping, Shipping Shipping, etc.

SHOES AND LEATHER

Table of Shoes and Leather including Shoes Shoes, Leather Leather, etc.

SOUTH AFRICANS

Table of South Africans including South Africans, South Africans, etc.

TEXTILES

Table of Textiles stocks including Textiles Textiles, Textiles Textiles, etc.

Finance, Land, etc

Table of Finance, Land, etc stocks including Finance Finance, Land Land, etc.

OIL AND GAS

Table of Oil and Gas stocks including Oil Oil, Gas Gas, etc.

MINES

Table of Mines stocks including Mines Mines, Mines Mines, etc.

Central African

Table of Central African stocks including Central African, Central African, etc.

Finance

Table of Finance stocks including Finance Finance, Finance Finance, etc.

THIRD MARKET

Table of Third Market stocks including Third Market, Third Market, etc.

Regional and Irish Stocks

Table of Regional and Irish Stocks including Regional Regional, Irish Irish, etc.

Traditional Options

Table of Traditional Options including Traditional Options, Traditional Options, etc.

Property

Table of Property stocks including Property Property, Property Property, etc.

Oil

Table of Oil stocks including Oil Oil, Oil Oil, etc.

Mines

Table of Mines stocks including Mines Mines, Mines Mines, etc.

A selection of Options traded is given on the London Stock Exchange Report Page

João Alves

WORLD STOCK MARKETS

CANADA

Table of Canadian stock market data including Toronto, Montreal, and Vancouver indices and individual stock prices.

INDICES

Table of various international stock indices including Dow Jones, Nikkei, and others, with columns for date and price.

CANADA

Table of Canadian stock market data for Toronto, Montreal, and Vancouver.

NEW YORK ACTIVE STOCKS

Table of active stock prices in New York, including company names and their current market prices.

TOKYO - Most Active Stocks

Table of the most active stock prices in Tokyo, listing companies and their market values.

AUSTRALIA

Table of Australian stock market data, including major indices and individual stock prices.

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Main table of international stock market data, including sections for ASIA, FRANCE, GERMANY, ITALY, SWEDEN, SOUTH AFRICA, and JAPAN, with columns for High, Low, and Close prices.

Handwritten signature and date: 10/10/66

NYSE COMPOSITE PRICES

Continued from previous page

Symbol	High	Low	Open	Close	Change
IBM	165 1/4	164 3/4	165 1/4	165 1/4	0
AT&T	42 1/2	42 1/2	42 1/2	42 1/2	0
GE	38 1/2	38 1/2	38 1/2	38 1/2	0
Westinghouse	35 1/2	35 1/2	35 1/2	35 1/2	0
General Electric	35 1/2	35 1/2	35 1/2	35 1/2	0
Johnson & Johnson	48 1/2	48 1/2	48 1/2	48 1/2	0
Merck & Co.	45 1/2	45 1/2	45 1/2	45 1/2	0
Amgen	42 1/2	42 1/2	42 1/2	42 1/2	0
Boehringer	40 1/2	40 1/2	40 1/2	40 1/2	0
SmithKline	38 1/2	38 1/2	38 1/2	38 1/2	0
Parke-Davis	35 1/2	35 1/2	35 1/2	35 1/2	0
Abbott	32 1/2	32 1/2	32 1/2	32 1/2	0
Amgen	30 1/2	30 1/2	30 1/2	30 1/2	0
Boehringer	28 1/2	28 1/2	28 1/2	28 1/2	0
SmithKline	26 1/2	26 1/2	26 1/2	26 1/2	0
Parke-Davis	24 1/2	24 1/2	24 1/2	24 1/2	0
Abbott	22 1/2	22 1/2	22 1/2	22 1/2	0
Amgen	20 1/2	20 1/2	20 1/2	20 1/2	0
Boehringer	18 1/2	18 1/2	18 1/2	18 1/2	0
SmithKline	16 1/2	16 1/2	16 1/2	16 1/2	0
Parke-Davis	14 1/2	14 1/2	14 1/2	14 1/2	0
Abbott	12 1/2	12 1/2	12 1/2	12 1/2	0
Amgen	10 1/2	10 1/2	10 1/2	10 1/2	0
Boehringer	8 1/2	8 1/2	8 1/2	8 1/2	0
SmithKline	6 1/2	6 1/2	6 1/2	6 1/2	0
Parke-Davis	4 1/2	4 1/2	4 1/2	4 1/2	0
Abbott	2 1/2	2 1/2	2 1/2	2 1/2	0
Amgen	1 1/2	1 1/2	1 1/2	1 1/2	0
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Parke-Davis	1/8	1/8	1/8	1/8	0
Abbott	1/16	1/16	1/16	1/16	0
Amgen	1/32	1/32	1/32	1/32	0
Boehringer	1/64	1/64	1/64	1/64	0
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The Business Column

Psychology smothers executive salary envy

Here's a little "salary envy" test. Suppose you are a successful businessman at the top of a large company. You have to hire the services of an outside supplier and you discover during the course of your negotiations that he or she earns considerably more than you do.

Trading the quality of life for money

A brief exception comes in a new book about Wall Street which has just been published in the US (Doubleday) by Robert Eccles and Dwight Crane, Harvard Business School Press. The authors, who are two professors at the Harvard Business School, examined the psychology of salary envy quite closely and came up with a theory for how people handle it. They call it "The Implicit Contract".

The contract is based on the largely mythical assumption that investment bankers deserve to be paid vastly more than anyone else because they lead such gruelling lives. They work 16-hour days, seven days a week. They allow their work to dominate their personal lives. They are exposed to stress, heart attacks and, in some cases, called holidays. And even if they survive all that, they still face premature burn out.

Flamboyance conceals a lack of confidence

Ultimately, the contract says that the investment banker has much less job security, which probably provides the lesser paid corporate executive with his greatest consolation. The specially cautious can even derive an extra ounce of satisfaction by ordering their investment bankers about and making them act obsequiously as they seek for business.

David Lascelles

Sir Christopher Hogg cuts an idiosyncratic figure in the ranks of British industry. He eschews the glossy cars and borrow boy aphorisms of the archetypal Thatcherite industrialist, in favour of cycling to work and citing Hamlet in essays for the Royal Society.

With his literary tastes - and his bicycle - he tends to be portrayed as one of the scions of the English establishment that fill the novels of Anthony Powell.

Yet his achievement, in his eight years as chairman, of restoring Courtaulds to its role as one of Europe's leading textile and chemical groups, has earned him the admiration of his peers. Whenever British industrialists are asked which of their number they most admire, his name is almost always close to the top of the list.

Sir Christopher, 53, seems indifferent to it all. "I never look back and say 'Aren't we great? Isn't it good that we are changing?'" he says. "I tend to look forward and see that we still have a very long way to go."

When he became chairman in 1980, Courtaulds was in crisis. The group had expanded at a ferocious pace under Lord (Frank) Kearton - "a man of extraordinary ability and dynamism," says Hogg - in the 1960s by moving from man-made fibres into textiles. The expansion had been designed to arrest the decline of the British textile industry, which then bought most of the fibres made by Courtaulds.

But the British textile industry is a vestige of Empire. It dates back to the 1700s and 1800s when the colonies provided a cheap source of raw materials and a captive market for the cloths and clothing made in Britain. Throughout the post-war years, when the Empire dispersed and the newly independent colonies became a new source of competition, Britain has struggled to compete.

Kearton bought cotton mills in Lancashire and knitting factories in the Midlands. He flung up fibre plants in Northern Ireland and built a shiny, new textile complex on Merseyside. His grand design saved Courtaulds in the 1960s but was wholly inappropriate for the 1970s.

The problems began with the oil price crisis of the early 1970s. By the end of the decade when the recession began to bite, Courtaulds, with its vertical structure, was crushingly uncompetitive.

In his first few years as chairman, Sir Christopher sanctioned a factory closure or a round of redundancies almost every week. Courtaulds now employs about 50,000 people, half as many as in 1978. He earned the epithet of "hatchet man" that he has never really lost.

He has never been a great one for standing on soap boxes in factory car parks," he says. Most of my time is spent with my fellow executive directors making sure that the way we work together and the way they are developing their talents is to the best advantage. If you get that right then it will automatically go through the company.

Since the recovery, one of his chief challenges has been to change the emphasis of Courtaulds from retrenchment to growth. This task has been all the more difficult because many of the managers have

lived, not only through the early 1960s, but through the Kearton era too. "There is no doubt that growth demands different qualities than restructuring," he says. "In a way it is more difficult because of the need to look constantly for new opportunities and to choose between them. It can be prodigiously exhausting, whereas restructuring is very often a matter of seeing what needs to be done and having the guts to do it."

But I do not see why a manager needs to be typecast as one or the other. It is difficult to encourage people who have seen long service in bad stations to feel confident again. But you can change a lot of managers from being largely

preoccupied with one to being not so darned had at the other. By the autumn of 1986 he was sufficiently confident to form a group executive committee of main board directors to analyse Courtaulds' future prospects. "It was the first time that we could have a layer of management with its eyes fixed very much on the medium or long term, knowing that people down the line knew what had to be done in the short term and were doing it well."

Sir Christopher relishes the prospect of running a growth-oriented group. He recalls being "very upset" in the 1970s to be taken away from international paint, the company he ran and restructured on first

THE MONDAY INTERVIEW

Singular man of the cloth

Alice Rawsthorn talks to Sir Christopher Hogg, chairman of Courtaulds

"I have a heart like everyone else, although I am often said not to have one at all," he says. "At the time fellow directors would talk of going into a pub and someone saying: 'So you work for Courtaulds, that is the company that keeps on making people redundant.' That was hard. It really hurt."

The important thing was to just bluster and keep going. I never, never thought that we would go under. Imperceptibly from week to week, month to month, things got better."

By the mid-1980s Courtaulds was banded about as one of the success stories of British industry. The balance sheet may have borne the burden of rationalisation. Its principal products, fibres and textiles, were still prey to sudden surges of imports and to cyclical downturns in demand. But the group had retreated from the commodity production that had made it so very vulnerable in the 1970s and investment in new technology had produced impressive improvements in productivity.

Hogg had also changed its culture. Kearton had ruled Courtaulds as a personal fief. Sir Christopher had centralised management ever since his time at the Industrial Reorganisation Corporation, the 1960s Labour exercise in corporatism.

"One could see very clearly - and this is something that I have seen again and again throughout my career - that decisions of all kinds are best taken by the managers most directly affected by them," he says.

"I have never been a great one for standing on soap boxes in factory car parks," he says. Most of my time is spent with my fellow executive directors making sure that the way we work together and the way they are developing their talents is to the best advantage. If you get that right then it will automatically go through the company.

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Sir Christopher relishes the prospect of running a growth-oriented group. He recalls being "very upset" in the 1970s to be taken away from international paint, the company he ran and restructured on first

joining Courtaulds, and dispatched to textiles. "The company was starting to go like the clappers and I wanted to enjoy its success," he says. "After all, I have always seen myself as a growth man."

But Courtaulds has plunged into problems again. For the last year or so its fibre and textile businesses have encountered much more competitive conditions. There has been a decline in demand for fibres throughout Europe. Textiles has been hit by a sudden surge of imports into the UK.

The scenario is not nearly as bleak as in the early 1980s. Courtaulds has already retreated from the most exposed sections of both sections. The proportion of capital tied up in fibres and textiles has fallen from 80 to 50 per cent in the last eight years. But there have been more cuts and more closures. The textiles workforce has been reduced by 1,360 in the last six months alone.

"One thing that the textile industry teaches you is that nothing ever stays the same," he says. "Maybe exchange rates, or whatever, knock things off in the short term. But our handling of the business has improved enormously. I draw my confidence from that."

The City is not so sanguine. Courtaulds now has the dubious distinction of being one of the few companies on the London market with a share price lower than in the wake of last autumn's crash. Mr Kerry Packer, the Australian entrepreneur, is now sitting on a hefty loss on the holding he has amassed since the spring.

"The City imposes tremendous pressure on management, but you have to like it or lump it," says Sir Christopher. "Kearton used to fly into meetings saying when he let the City get under his skin. There is absolutely no point in get-

ting uptight about it." He is less equable about public indifference to industry. "Attitudes have changed in the 1980s but not very much," he says. "It would be amazing if after nine years of a Government led by a very strong person, who is very conscious of industry's importance, if they had not."

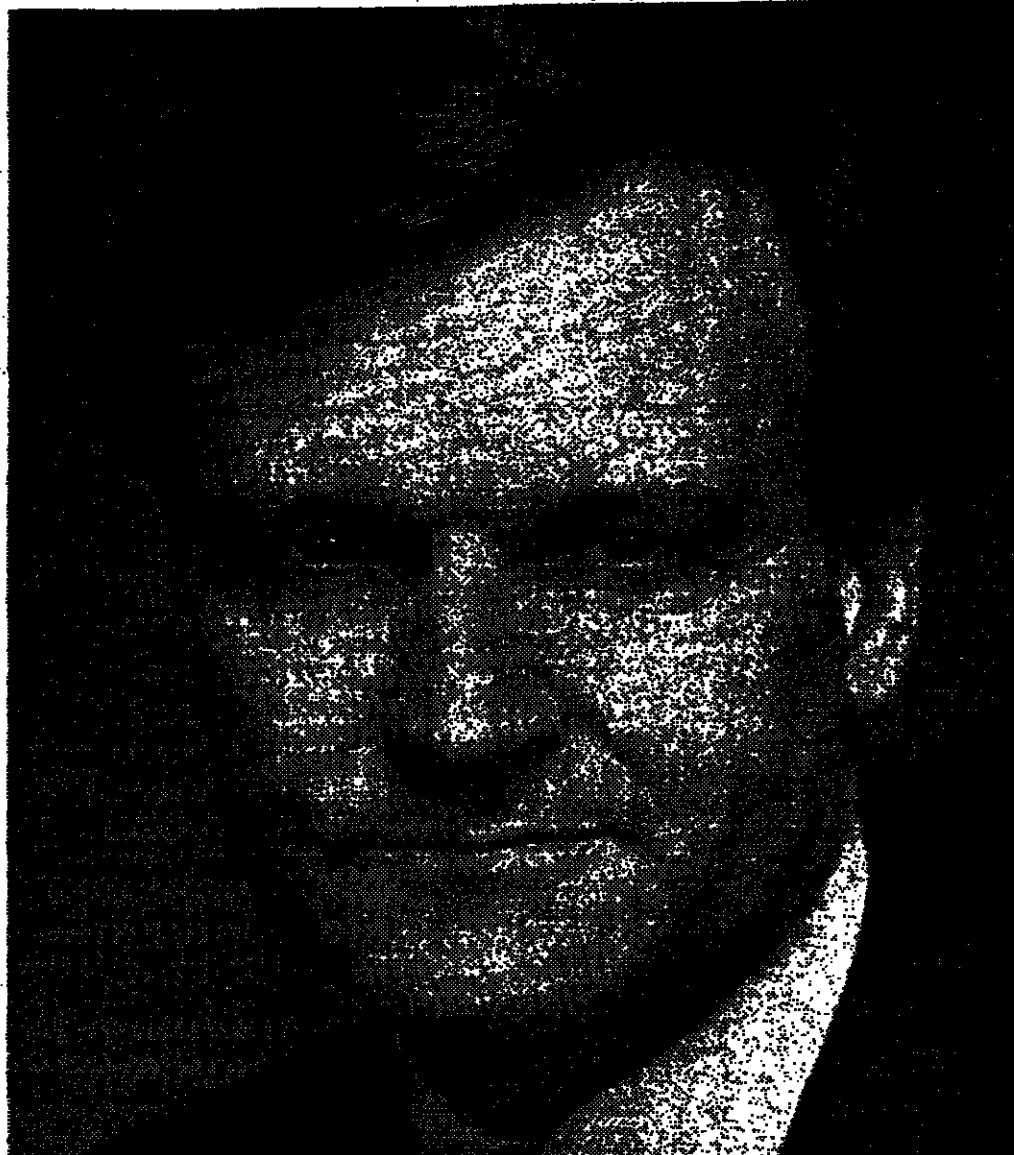
"Mrs Thatcher thinks like an industrialist and acts like one. I remember asking her in 1981: 'If I am faced with a choice of making new investment and making people redundant, or carrying on as I am. What should I do?' And she said 'You must do whatever makes you internationally competitive.' It was exactly the right answer."

It was an industrialist's answer. And I have never forgotten it. "Are we still a nation that prefers the quiet life, the intellectual life of professional backwaters to the busyness, competitive spirit? I do not know. But I am sure that there are more fellow-travellers today."

His interest in the wider issues facing industry has fuelled speculation that he may leave Courtaulds for a new company and a new challenge. Over the years his name has been linked with numerous posts in the public and private sectors. But so far his main venture outside Courtaulds has been to indulge his passion for

electronics by acting as non-executive chairman of Reuters, the international news and information group. "I have spent 20 years of my life with Courtaulds," he says. "And I would find it very difficult to move on without being very confident in my own mind that it would be the better for my departure."

"In my time here I have worked with people who have done their damndest in very difficult conditions. One cannot help but welcome any success that has come their way. Now I can see them standing taller, thinking bigger and doing more. I get my kicks from exactly that."



Ashley Ashwood

'I have a heart, although I am often said not to have one at all'

He is less equable about public indifference to industry. "Attitudes have changed in the 1980s but not very much," he says. "It would be amazing if after nine years of a Government led by a very strong person, who is very conscious of industry's importance, if they had not."

"Mrs Thatcher thinks like an industrialist and acts like one. I remember asking her in 1981: 'If I am faced with a choice of making new investment and making people redundant, or carrying on as I am. What should I do?' And she said 'You must do whatever makes you internationally competitive.' It was exactly the right answer."

It was an industrialist's answer. And I have never forgotten it. "Are we still a nation that prefers the quiet life, the intellectual life of professional backwaters to the busyness, competitive spirit? I do not know. But I am sure that there are more fellow-travellers today."

His interest in the wider issues facing industry has fuelled speculation that he may leave Courtaulds for a new company and a new challenge. Over the years his name has been linked with numerous posts in the public and private sectors. But so far his main venture outside Courtaulds has been to indulge his passion for

electronics by acting as non-executive chairman of Reuters, the international news and information group. "I have spent 20 years of my life with Courtaulds," he says. "And I would find it very difficult to move on without being very confident in my own mind that it would be the better for my departure."

"In my time here I have worked with people who have done their damndest in very difficult conditions. One cannot help but welcome any success that has come their way. Now I can see them standing taller, thinking bigger and doing more. I get my kicks from exactly that."

Another sea change in judicial practice

The news that publishers and booksellers are hastily substituting a corrected edition of Mr Norman Tebbit's autobiography - in fact, only one page of the book which contains an alleged libel on Ms Sara Keyes - may excite some public interest but little or no surprise.

Last Friday a High Court judge granted Ms Keyes an injunction restraining publication of the impugned passage which she claimed libels her. That, too, should cause no surprise.

As with all legal causes of action, the High Court possesses the power in a final order to grant a party to litigation an injunction as the appropriate remedy for a legal wrong. That power includes the possibility of the wronged party's obtaining an interlocutory injunction - that is, an injunction pending a trial of the issues between the parties.

The court is often anxious to preserve the existing rights of parties. If an interlocutory injunction is not granted, the rights of a party may be irreparably lost by the passage of time pending trial. Certain special rules, however, govern the granting of interlocutory injunctions in defamation proceedings.

Until recent years, there existed a long-established series of court decisions which rendered interlocutory injunctions unavailable. Only in the most exceptional cases were interlocutory injunctions ever obtainable in libel actions. That long-established principle series now, however, to have been abandoned, in part at least, by the judges in favour of a more relaxed view about the rights of defamed persons against those who exercise the freedom of speech.

Ms Keyes' ability to cause havoc at the printers and publishers of Mr Tebbit's book is only the latest, and worryingly, not the last example of a sea change in judicial practice. It was always regarded by the courts as a matter of high principle that in libel actions an interlocutory injunction should not be granted if there were any doubt whether the

words were defamatory, or if a publisher said that he would plead either justification (that the words spoken or written were true in substance) or if he intended to plead fair comment, qualified privilege, or any other defence, and if it was not manifest that such a defence was bound to fail.

In the case of such a prominent and generally respected figure as Mr Tebbit, it is hard to imagine that he would not be putting up some arguable defence for what he has written. Only if Mr Tebbit has already conceded that he has no defence to Ms Keyes' action for libel would the court be justified in granting the interlocutory injunction.

The reason for the hitherto established principle is tolerably clear. The reasoning behind it is twofold. First, the court is conscious of the pressing social need not to inhibit or interfere with freedom of expression.

This principle is wholly in accord with Article 10 of the European Convention on Human Rights, which guarantees the freedom of expression, that it is necessary (and not merely justified) in a democratic society to protect national security, public health and morals, and to prevent crime.

Second, a court is always anxious not to usurp in advance the exclusive function of the court which will inevitably try the case. This self-denial ordinance by the pre-trial court not to anticipate the result at trial is accentuated by the fact that it will not have heard the evidence - at best it will have read only the affid-

avits of the parties, untested by oral cross-examination. And where, as in a libel action, the trial is not by judge alone but by a jury, there is a natural reluctance to conclude what 12 good men and true will ultimately determine in the trial. The result is that it is only very exceptionally that courts will pre-determine the true meaning of words, often a matter of determining the nuances and innuendoes of the language used that may call for detailed examination at trial.

Fourteen years ago the Faulks Committee, in an extensive and exhaustive review of the law of defamation, considered the state of the law on injunctions in libel actions. The committee concluded: "During the evidence before us, we have received no criticism of this principle, and we do not recommend any change."

No parliamentary action has been taken on any of the positive recommendations of the Faulks Committee. In particular, Parliament acknowledging the reassessed principle of not granting interlocutory injunctions in libel actions, has not sought to alter the fundamental rule so as to impinge upon free speech. Let the judges seem now to have taken upon themselves the task of qualifying the principle rooted in the common law.

A reasonable explanation for this significant shift in judicial attitude is a feeling that freedom of expression is too often being abused in those areas touching on the citizen's right to be left alone. There is an evident distaste among lawyers for the heightened disclosure by the media and the publishing world of the private lives of public figures.

The instinct to curb by judicial decisions the full-blown freedom of speech is a reflection that courts should now seek to limit a greater sense of responsibility in those who put pen to paper without much thought of its hurt to individuals. It is a trend that needs urgently to be evaluated in social policy terms, if there is to be an abandonment of the principle that served a democratic society well in the past.

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